

FINANCIAL TIMES

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Asia's crisis
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Should interest rates be set by groups?
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Nazi gold and the Swiss banks

Decades after the second world war, the Swiss banks have finally reached a settlement with survivors of the Holocaust. In Wednesday's newspaper FT reporters tell how moves to block the largest merger in European banking history, the threat of sanctions against every Swiss company and unprecedented intervention by the US state department led to the August deal.



WORLD NEWS

Prodi signals start of bargaining rounds with Italy's far left

Italy's prime minister Romano Prodi has made clear he will not try to bolster his centre-left government this year by looking for new allies on the right. His comments have begun a bargaining process centring on the government's relations with the far-left Reconstructed Communist group on which Mr Prodi relies for his majority. Page 3

Shattuck urges Kosovo probe
John Shattuck, the US assistant secretary of state for human rights, who is visiting Kosovo, called on Yugoslav president Slobodan Milosevic to allow independent investigations into alleged atrocities by ethnic Albanians and Serbs. Cautious EU approval for plan, Page 2

Anwar supporters gather
Hundreds of Malaysians gathered at the home of sacked finance minister Anwar Ibrahim in a show of support following further allegations of criminal misconduct that could lead to his arrest.

Weekend violence hits N Ireland
A Northern Ireland policeman has serious head injuries after a weekend blast bomb attack. He was hurt by loyalists during violence in the centre of Portadown, Armagh, after police separated hundreds of rival loyalists and republicans. Sectarian tensions meeting, Page 6

Israeli strikes set to spread
Israel's public sector pay strike is set to widen today. This could shut Ben Gurion Airport, Tel Aviv Stock Exchange and state-owned banks, which have escaped the strike so far. Page 4

Tehran rules out Afghan fight
Iran's supreme leader Ayatollah Ali Khamenei ruled out military confrontation with the Taliban in Afghanistan. There has been tension between the two over 11 Iranian diplomats missing since Taliban fighters overran Mazari-Sherif a month ago. Page 3

Zimbabwe hosts Congo talks
Congoese president Laurent Kabila arrived in Zimbabwe for talks aimed at ending civil war and foreign intervention in his country. The summit will include Kabila's military allies as well as rebel leaders and Rwanda.

Schröder's poll lead narrows
Latest German opinion polls confirm the Social Democrats' narrowing lead over the Christian Democrats. Voting is in just under three weeks. Page 2

Labour loses Maltese poll
Maltese prime minister Alfred Sant resigned after his Labour party was defeated in elections by the Nationalist party. Page 2

Director of Seven Samurai dies
Japanese film director Akira Kurosawa, whose classics included *The Seven Samurai* and *Rashomon*, died aged 88. His films are widely credited with putting Japanese cinema on the international map. Obituary, Page 11

BUSINESS NEWS

Deutsche Börse vies with Liffe to lead European derivatives

The London International Financial Futures and Options Exchange hopes to form an alliance with the London Clearing House, which settles contracts traded on the City's derivatives and commodities markets. Separately, Deutsche Börse, Germany's stock exchange, said it hoped to expand its Eurex alliance in a bid to overtake Liffe as Europe's most important market for derivatives products. Page 14; Comment, Page 16

KPM, privatised Dutch telecoms operator, called its own future into question after the national industry regulator demanded cuts in its call charges. Page 15; Court victory for FCC, Page 4; Vodafone quiet on merger talks, Page 21

Lafarge, French building materials group, said it was planning several acquisitions in south-east Asia and a new cement plant in China. Page 18

AssiDomian shares jumped 3.6 per cent after the state-controlled Swedish paper and packaging group announced plans to spin off 27 per cent of its forest holdings to shareholders. Page 20

Danish Crown and Vestjyske Slagterier, Denmark's two largest co-operative abattoirs, plan to merge to form the largest meat-processing business in Europe. Page 21

Nissan, Japanese carmaker, is spinning off its automotive transmission development and production divisions into a new company, as part of a global business reform programme. Page 18

Old Mutual, South African life assurance group, plans to increase its expansion into the UK by acquiring regional stockbrokers Albert E Sharp. Page 15

Salomon Smith Barney, US investment bank, hired four analysts from Dresdner Kleinwort Benson to strengthen its coverage of European and UK banking. Page 20

LucasVarity, Anglo-American automotive and aerospace group, confirmed it was examining a number of potential acquisitions in the US and Asia. Page 16

KPMG, the global professional services organisation, will today launch a \$60m a year global advertising campaign. Page 15

Gold Fields of South Africa, the mining house that will disappear when it has disposed of its assets, agreed to sell two more of its mining interests to Anglo American for \$220m (\$49m) in cash.

Lex on Russia's crisis
Prerequisites for a successful currency board do not exist. Page 14

Chernomyrdin says Russia needs extreme measures

Acting premier pleads with opponents on eve of second parliamentary ballot

By Our International Staff

Victor Chernomyrdin, Russia's acting prime minister, yesterday said the country's deepening economic crisis required "extraordinary measures" and warned his opponents not to "tie his hands" lest political infighting led to total economic collapse.

Mr Chernomyrdin made his plea on the eve of a second vote in the Russian parliament on his candidacy as prime minister as Yuri Luzhkov, the popular mayor of Moscow, emerged as a powerful rival for the job.

Mr Luzhkov has been quietly courting the Communists and Yabloko, the pro-reform opposition party, both of whom oppose Mr Chernomyrdin's candidature.

Over the weekend, some powerful regional governors also attacked Mr Chernomyrdin and joined Mr Luzhkov's camp.

Konstantin Titov, governor of Samara, a region in central Russia, and a former ally of Mr Chernomyrdin, called on the Kremlin to withdraw his candidature. He said Mr Chernomyrdin's currency board based stabilisation plan was a "miracle cure or personal Utopia" with little application to Russia.

Mr Chernomyrdin said yesterday that political consolidation of his stabilisation plan was urgently required, warning that "otherwise conditions would be ripe for extremists to seize power. He compared Russia to a sinking ship whose crew should not waste time by arguing over who would be captain.

If the parliament rejects Mr Chernomyrdin today, Russian President Boris Yeltsin can force a third vote.

If the parliament rejects the Kremlin's candidate a third time, it faces dissolution.

Meanwhile, the European

Union yesterday urged the west to take greater account of the plight of ordinary Russians in pushing Moscow to reform its economy and to prevent its financial problems dragging the rest of the world down with it.

Foreign ministers of the 15, meeting in Salzburg, expressed concern that shock therapy recipes to reform the Russian economy risked producing social unrest, political instability and in the end a backlash against the market economy.

"They issued a statement calling on Russia 'not to revert to a command economy, but to proceed along the path of structural reforms in order to establish a social market economy'."

But most ministers called for more attention to be paid to Russia's social problems. "We don't want more Harvard [University] boys with their lap-top computers," said Wolfgang Schäfer, the Austrian foreign minister presiding over the meeting.

This softer line was to be expected from foreign ministers but is unlikely to prevail at a meeting of the Group of Seven in London on Saturday, called by Tony Blair, the UK prime minister.

Foreign ministers yesterday acknowledged that this joint meeting of foreign and finance ministry officials of G7 countries, as well as the International Monetary Fund, World Bank and European Commission, was the real forum in which to respond to the Russian crisis.

Reporting by *Christina Freedland and John Thornhill in Moscow, David Buchanan in Salzburg and John Riddling in Hong Kong*

Cracks begin to show, Page 13
Hardi Gras, then Lent, Page 20
Lax, Page 14
Dollar begins slide, Page 15

China move raises currency risks for foreign companies

By James Kyong in Beijing and John Riddling in Hong Kong

China has virtually banned a common practice used by foreign companies to hedge against a devaluation of the renminbi, thereby raising the risks associated with inward investment.

An official circular delivered to Chinese banks last month - but released to foreign banks only over the past few days - makes clear that companies should no longer be allowed to borrow renminbi to pay off foreign currency loans before they mature.

Many foreign companies with renminbi revenues in China have sought to switch their loans from foreign into local currency to avoid a rise in debt service charges should the renminbi be devalued. Demand for such transfers in currency exposure has grown since early this year, and bankers said that many large foreign investors are still in the process of hedging.

The news emerged after Hong Kong announced measures to increase liquidity in its interbank money market on Saturday. They include an explicit commitment to convert Hong Kong dollars into US dollars at HK\$7.75 to one US dollar, moving to HK\$7.80 when the spot rate trades consistently above HK\$7.75.

These are the latest moves by the Hong Kong authorities to counter speculation against the territory's currency. Further measures to tighten regulations

in the stock and futures market are expected this week. China's leaders have pledged the renminbi will not be devalued but instability in the world's financial markets has raised concerns that Beijing could be forced to renege. The renminbi is not fully convertible and so is shielded from speculative attacks.

The circular, which was issued by the State Administration of Foreign Exchange (SAFE), instructed Chinese banks not to accept guarantees from foreign banks in support of a foreign company's application to borrow renminbi to redeem foreign currency loans, bankers said.

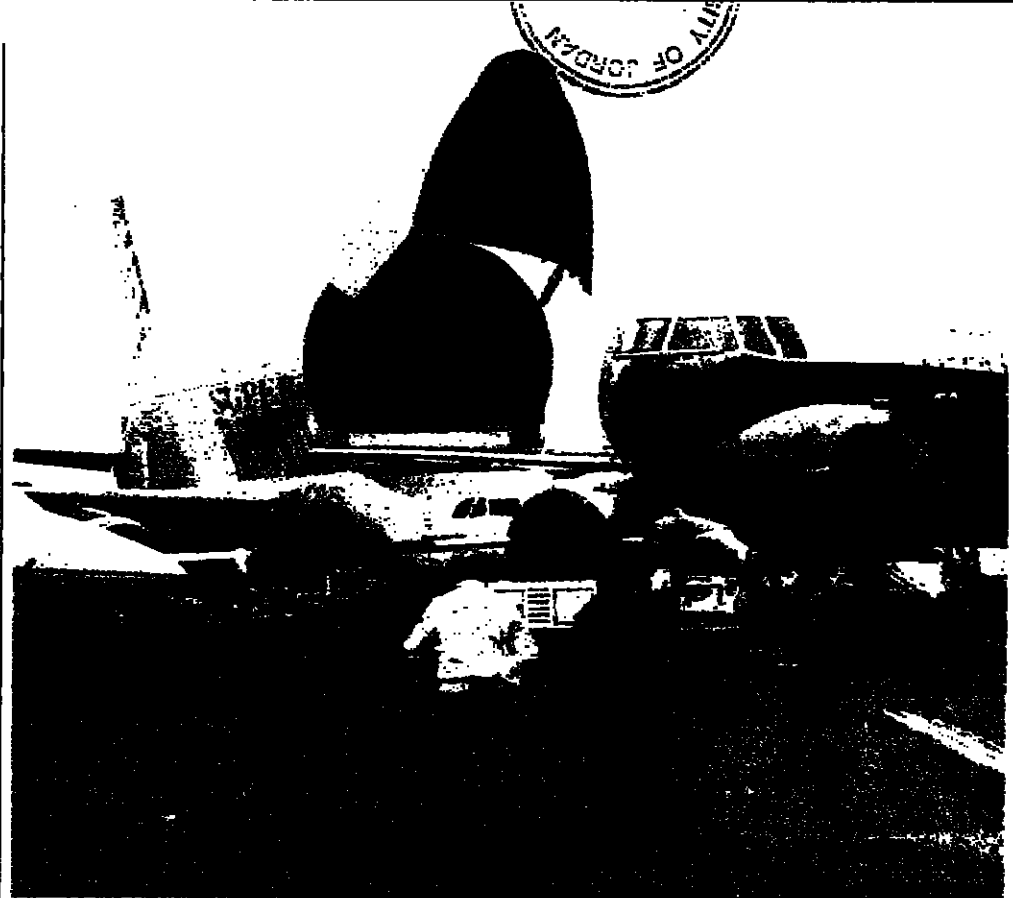
"We had two of our guarantees rejected by the Chinese banks," said one foreign banker in Beijing. "Only when we asked why this had happened did we receive a copy of the SAFE circular."

The measure seems to have been taken partly to ensure China's "big four" state banks have sufficient funds to support a government spending spree on some 2,000 infrastructure projects to reinvigorate the broader economy.

An official RMB900bn ceiling on domestic bank lending was raised last week to RMB1,000bn to allow the banks new latitude in lending.

Competition for available bank funds has been sharpened by the fact that the "big four" had to buy a RMB100bn government bond offer last week.

Action over speculation, Page 3



Airbus transport aircraft at the Farnborough International Airshow in southern England yesterday. Picture: AP

Bae-Dasa merger 'might be threat to Airbus plans'

By David Owen in Paris

A merger between British Aerospace and Daimler-Benz Aerospace of Germany could jeopardise plans to turn Airbus Industrie, the European civil aircraft consortium, into a single company, according to Jean-Claude Gaysot, the French transport minister.

Mr Gaysot will today deliver this warning to British and German ministers meeting at the Farnborough air show in England. He will also emphasise France's readiness to push ahead with the plans to change Airbus's status, provided the present balance of forces - which he terms the "triple" - is not disturbed.

"It is clear that if tomorrow this triple were called into question, the rules of the game would be modified," he said in an interview in his Paris office.

Asked directly whether this meant that a Bae/Daimler-Benz Aerospace (Dasa) merger would signal the end of the single-company project, he replied: "In any case, we look at the problem with a different eye." Airbus is a

Groupement d'Intérêt Economique, which means it publishes no accounts and makes no profits or losses in its own right. Dasa and Aerospatiale of France each own 37.9 per cent, with Bae accounting for 20 per cent and Casa of Spain 4.2 per cent.

Mr Gaysot's comments come six weeks after it emerged that Bae and Dasa had been discussing a merger that would be the biggest move so far to restructure Europe's overcrowded defence industry.

They underline the extent to which France fears it could be sidelined in moves to restructure the most important areas of European commerce and industry in the run-up to a single European currency. It believes July's agreement by the Frankfurt and London stock markets to form a single European platform to trade equities demonstrated how this could happen.

In the defence sector, the biggest stumbling block to plans to create a pan-European aerospace and defence company capable of taking on the US giants on an equal footing has been state own-

ership of Aerospatiale, France's Airbus partner.

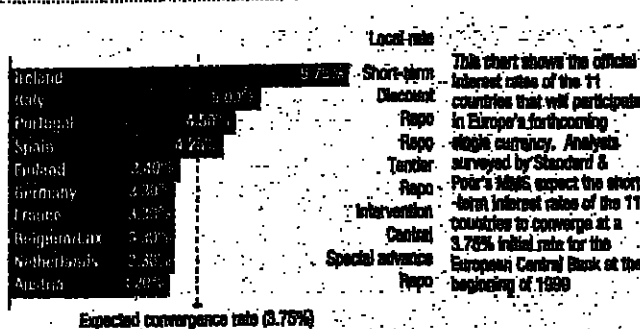
This appeared to have been partly removed in late July when the French government announced it was to merge Aerospatiale with the defence interests of Lagardère, the private sector defence and publishing group, retaining less than a majority holding in the combined entity.

It has not done enough to satisfy Bae. John Weston, the UK group's chairman last week told Le Monde, the French newspaper, Bae did not want the French state or Germany's Daimler-Benz to have a significant stake in the new company. "We want a completely diluted shareholder base, like Bae's today," he said.

Mr Gaysot was unsympathetic, saying: "If somebody wants to impose a dominant position on us, either because there was a merger between Bae and Dasa, or in the conception [of the restructuring] itself, if somebody says... you must... have only a diluted shareholder base, that will not work."

Observer, Page 13

EURO INTEREST RATE CONVERGENCE



Expected convergence rate (3.75%)

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Country	Short-term	Long-term
Germany	3.50%	4.50%
France	3.50%	4.50%
Italy	4.50%	5.50%
Spain	4.50%	5.50%
Portugal	4.50%	5.50%
UK	5.50%	6.50%

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June 1998

INTERNATIONAL

HK TRIES TO PROTECT EXCHANGE RATE

Action over currency speculation

By John Ridding and Louise Lucas in Hong Kong

Hong Kong will today implement measures designed to bolster the territory's linked exchange rate mechanism, which has come under severe pressure from speculative assaults and regional financial turmoil.

The measures, announced at the weekend, aim to increase liquidity in the interbank money market and include an explicit commitment to all banks to convert Hong Kong dollars into US dollars at a rate of HK\$7.75 to US\$1. That is set to move to the spot rate of HK\$7.80 when the dollar trades consistently above HK\$7.75.

The changes are the latest steps intended to counter speculation against the territory's currency. Further measures to tighten regulations in the stock and futures market are expected this week.

Joseph Yam, head of the Hong Kong Monetary Authority (HKMA), said the new measures demonstrated Hong Kong's commitment to its 15-year exchange rate mechanism.

"The package of technical measures will strengthen and purify our currency board and achieve a higher degree of transparency," said Mr Yam. Reforms to the interbank market would reduce interest rate volatility and make it much more expensive for speculators to manipulate the territory's money markets.

Under the changes, banks will be allowed to use holdings of Hong Kong Exchange Fund Bills, in effect government bonds, to acquire Hong Kong dollar funds. This increases available liquidity and reduces the risk of interest rates rising sharply when large amounts of Hong Kong dollars are sold, said Mr

Yam. The convertibility of exchange fund bills also strengthens adherence to the currency board principle that all liabilities of the currency board should be transferable into US dollars.

Hong Kong's financial authorities have been seeking to curb what they describe as a "double play" in which speculators push up local interest rates by selling Hong Kong dollars and benefit from short positions on the stock market.

Although the new measures should make this more difficult, the administration said it reserved the right to continue its controversial practice of buying shares to counter the double play. A suspension of short-selling on some of the territory's shares, however, will be removed from today.

Hong Kong's bankers welcomed the money market moves. "They should have a stabilising effect," said Mervyn Davies, executive director for north-east Asia at Standard Chartered Bank.

But the plans included drawbacks and drew some criticism. Development of the territory's bond market is likely to be stunted by the requirements that new bond issues be backed by foreign exchange reserves and that only exchange fund bills will be accepted for conversion into US dollars.

The new measures also give the HKMA discretion in setting the base rate, a new discount rate for clearing transactions in the interbank market.

Mr Yam said this did not mean an increase in discretionary powers, since the HKMA set the discount rates already.

Christine Loh, leader of the Citizens' party, said the new measures failed to remove concerns about intervention in the currency board mechanism.

US-JAPAN TALKS TREASURY AND FED URGE PROMPT TOKYO ACTION ON ECONOMY AND BANKING REFORM

Summers drives the message home

By Christopher Parkes in San Francisco

The Japanese government should translate words into actions to revive its economy and reform its banking system, Lawrence Summers, deputy US Treasury secretary, said yesterday.

"What happens in Japan is profoundly important for the Japanese people, for Asia and for the global economy," he said in a television interview.

Mr Summers' remarks that restoring Japanese growth was "terribly, terribly important" for the global economy reinforced in public the messages exchanged last Friday in San Francisco between US and Japanese politicians and central bankers.

Kichiro Miyazawa, the Japanese finance minister, returned to Tokyo at the weekend with repeated exhortations for "urgent" progress on implementing banking reforms and tax changes to restore domestic economic growth.

He left behind US politicians and Federal Reserve officials struggling to find reasons to believe that the message had been understood and would be translated into action.

Although the US side acknowledged that proposed



Miyazawa (left) meets Rubin in a San Francisco hotel over the weekend

Reuters

Tokyo banking row 'may force government to resign'

The growing political row over banking sector reform in Japan could force the government to resign at the end of the current parliamentary session on October 7, a senior politician in the ruling Liberal Democratic party has warned, Gillian Tett reports

from Tokyo. Speaking over the weekend, Takeshi Noda, LDP secretary general, said: "There is more than a 50 per cent chance that the Obuchi cabinet will choose to resign or to dissolve the lower house for a snap election [at the end of the parliamentary session]."

The comment will fuel concern that Japan's mounting economic and banking problems are weakening the government of Keizo Obuchi, prime minister, and comes as markets are bracing themselves for more turbulence this week.

banking and tax reforms marked a change in policy, and Mr Miyazawa said he understood very well that "quantity, quality and

speed" were important to the reform process, US officials were unsure about how committed Japan's new government was to pressing ahead.

Although much of a private dinner discussion was devoted to the condition of the global economy and the roles of the world's two lead-

Greenspan warns on US prosperity

By Christopher Parkes

In his first extensive statements since the intensification of political and economic turmoil in Russia and growing signs of infection in Latin America, Alan Greenspan, chairman of the Federal Reserve, has warned that US prosperity is under threat.

"As dislocations abroad mount, feeding back into our financial markets, restraint is likely to intensify," he said.

"It is just not credible that the US can remain an oasis of prosperity unaffected by a world that is experiencing greatly increased stress," he

told an audience at the University of California, Berkeley, on Friday.

The spreading international economic crisis had displaced the fear of inflation which had been the main preoccupation of US monetary policymakers until this summer.

While overseas developments had contributed to holding down prices in the US, they had also resulted in lower exports and reduced aggregate demand in the world's largest economy.

Mr Greenspan as usual offered no clues to his intentions. However, the Fed's sharpened focus on global risks rather than domestic

inflation suggested the next shift in US interest rates might be down rather than up, although analysts said there appeared to be no need for urgent action to change the overnight bank lending rate, which has been set at 5.5 per cent since early 1997.

The Federal Open Market Committee, which steers US rates, is due to meet on September 29, shortly after a planned meeting in the US between President Bill Clinton and Keizo Obuchi, the Japanese prime minister.

Mr Greenspan's remarks gave added weight to calls from Robert Rubin, Treasury secretary, whose meeting in San Francisco on the same

day with Kichiro Miyazawa, Japanese finance minister, was dominated by US calls for "urgent" and "concrete" action to revive growth and reform the banking system in Japan.

The Fed chairman's concerns about the impact on the US economy were underscored by Californian trade data which showed further sharp falls in US exports to Asia, and a marked slowing in shipments to Mexico.

California, which is the nation's largest exporter to these regions reported a decline in merchandise exports.

The total value of shipments in the second quarter

fell almost 6 per cent, in a dip sharpened by an 18 per cent fall in sales to Japan, the state's biggest trade partner, even more dramatic drops in other Asian markets, and slowing sales to Mexico.

Although Mr Greenspan joined Mr Rubin and Mr Miyazawa later for dinner, monetary policy and foreign exchange rates did not come up at any point in the discussion, officials said.

Mr Greenspan's main contribution was to reinforce Mr Rubin's calls for firm and urgent action from Tokyo, according to US officials.

Editorial comment, Page 13

Brazil bid to stem capital outflow

By Jonathan Wheatley in São Paulo

The Brazilian government has announced fresh measures to stem the flow of foreign capital from the country after the loss of \$10bn in foreign reserves over the past 10 days.

The latest move in effect raises the central bank's basic lending rate from 19 per cent a year to 29.75 per cent with effect from tomorrow, when financial markets return to work after today's public holiday, until September 30.

It follows two sets of measures, including tax cuts, introduced over the past fortnight to encourage investors not to leave Brazilian fixed income investments. Foreign reserves fell to about \$59bn at the end of last week from \$69bn in the last week of August.

The central bank last week cut its base rate, the TBC, from 19.75 per cent to 19 per cent and increased its assistance rate, the Than, from 25.75 per cent to 23.75 per cent.

It was seen as a signal that the current policy of gradually reducing rates would continue, but that rates could be increased if necessary to protect the currency.

The new measure cuts the TBC's liquidity to zero, forcing banks to borrow at the higher rate.

Francisco Lopes, director of monetary policy at the central bank, said the move would be reversed as soon as permitted by a return of foreign capital to Brazil, but interest rates could be increased again should the outflow continue.

Press reports said the government was preparing further measures to be announced this week aimed at cutting Brazil's fiscal deficit of about 7 per cent of gross domestic product. The deficit is one of the main causes of concern over Brazil's ability to withstand the world financial crisis.

NEW ZEALAND
MAORI GENERAL ELECTION
Pro-EU Nationalist party heading for poll victory

HUNGARIAN POLITICS
Kovacs to head Socialists

GERMAN CENTRAL BANK
New Bundesbank appointed

PAKISTAN NOMS
Yettin condemns blast

DELL COMPUTER
Expansion planned in Ireland

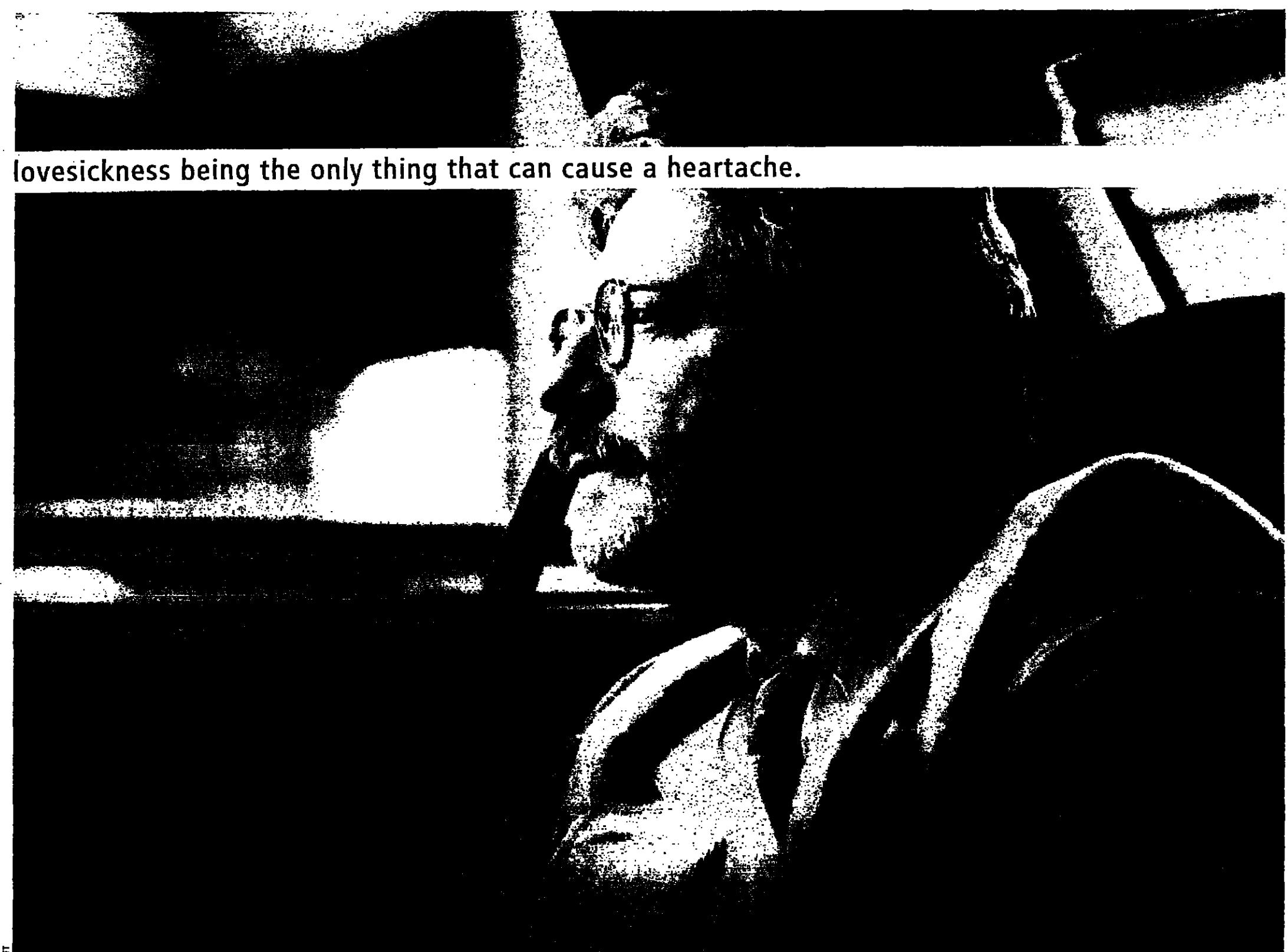


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INTERNATIONAL

WORLD BANK-IMF PROPOSALS NOT ENOUGH, SAY AID AGENCIES

Debt relief plan for poor countries

By Robert Chote, Economics Editor

Several of the world's poorest countries, most of them ravaged by war and civil strife, will be offered the chance of extra debt relief under proposals to be discussed by the boards of the World Bank and International Monetary Fund this week. But aid agencies believe the plans do not go far enough.

The Washington-based institutions are proposing to extend by two years the date at which countries can qualify for the joint debt relief initiative they launched in 1996, when it expires this month. Seven countries would probably be eligible to benefit: Burundi, the Democratic Republic of Congo, Liberia, Burma, Sao Tome and Principe, Somalia and Sudan.

Tentative estimates suggest that Liberia and Somalia

may need \$1bn in debt relief between them, while Sudan could require \$4.5bn. Looking just at the countries for which reliable estimates are possible, extending the deadline would raise the cost of the initiative by about \$2.4bn to \$8.2bn in 1996 prices.

The institutions also propose to shorten slightly the record of good policy performance expected of post-conflict countries that wish to qualify for the debt relief initiative. Satisfactory performance under economic recovery and emergency programs supported by the Bank and Fund would be counted towards the six-year record required.

The proposals emerge from a confidential review of the first two years of the initiative, which is supposed to reduce the debt burdens of poor countries with good policies to "sustainable" levels. Debt relief of \$2.95bn has

already been agreed for six countries: Uganda, which has received assistance, and Burkina Faso, Bolivia, Guyana, Ivory Coast and Mozambique are in the pipeline.

But Oxfam International, the Washington-based development lobby group, argues that the initiative has failed to fulfil its potential, delivering too little help, too late. "The review paper is a whitewash and, if it is not radically changed, could seriously damage the credibility of creditor governments, the World Bank and the IMF," it says.

Oxfam International argues that the initiative could be revitalised by creating a "human development window", under which countries are offered quicker and deeper debt relief to countries if they channel the proceeds directly in poverty relief. The Bank and Fund believe this approach is too simplistic.

By Mark Husbands in Cairo

Iran's supreme leader yesterday denied Iran was planning a military confrontation with neighbouring Afghanistan's Taliban forces despite an Iranian troop build-up 60km from its border with Afghanistan.

Ayatollah Ali Khamenei, commander-in-chief of Iran's 500,000-strong army, was yesterday quoted in the English-language Tehran Times as saying: "There will be no confrontation with the Taliban." State-run Tehran Radio on Saturday asserted Iran's right to act against the Taliban, but later softened its stance.

Noorullah Zadran, Taliban spokesman at the UN, said yesterday a military clash with Iran could engulf Afghanistan's neighbours. "If the war is imposed upon us, I believe that it will have a domino effect, and I believe that that would turn the entire region into a fireball," Mr Zadran told the BBC.

"I would not be surprised if some of the most deadly weapons, which have never been used in that area, would be used, which would certainly involve the interests of the western world."

Iran has demanded an explanation for the disappearance of 11 Iranian diplomats and an Iranian journalist from the northern Afghan town of Mazar-i-Sharif. The town was seized by the Taliban, which controls 90 per cent of Afghanistan, from an opposition military alliance on August 8.

Mohamed Omar, Taliban

leader, has been quoted as saying the diplomats were probably killed by "renegade" Taliban fighters.

After the diplomats' disappearance and the fall of Mazar-i-Sharif, Iran last week began three days of military manoeuvres involving 70,000 Republican Guards in eastern Iran. Television pictures from the border area east of the Iranian town of Torbat-e Jam showed heavily armed battalions engaged in military manoeuvres with air cover provided by jet fighters.

The manoeuvres are now complete, but a strong military presence has been

retained in the area, said a visitor there who returned to Tehran yesterday. Opinion in Tehran is divided over how Iran should respond to the probable deaths of the 12 Iranians. Several Iranian newspapers devoted extensive coverage to the reports of widespread killings perpetrated by the Taliban following its capture of Mazar-i-Sharif.

"There is a strong feeling against becoming involved, and there are warnings to the government not to trap itself in Afghanistan," said a senior official in Tehran yesterday.

"The mood isn't in favour of military action, judging by different statements in the media and the official propaganda."

On Saturday, the Washington Post reported that US intelligence had warned that Iran was preparing to send troops into Afghanistan and attack with aircraft. Diplomats in Tehran said yesterday military action was possible, but could be a limited strike rather than an invasion. "The Iranians would want to be certain of what happened to the diplomats before taking action," said one diplomat. "And they

may not want to acknowledge their death before knowing what action they might take."

Iran has been a key political supporter, along with Russia and Uzbekistan, of the anti-Taliban military alliance, headquartered in Mazar-i-Sharif until the Taliban takeover in August. Pakistan's recognition of the Taliban as Afghanistan's government, and the presence of Pakistani military advisers in the Taliban-controlled capital, Kabul, have heightened the prospect of regional rivalry between neighbouring states.



Taliban soldiers display weapons they seized from Iranian soldiers near the Afghan border last month

Court victory for FCC against US Baby Bells

By Mark Szymanski in Washington

The US Federal Communications Commission won a key legal victory at the weekend when an appeals court overturned a controversial ruling restricting its powers to oversee the deregulation of the \$100bn local telecommunications market.

In a decision released after markets had closed on Friday, the Fifth Circuit Court of Appeals in New Orleans reversed a lower court judgment that key sections in the 1996 Telecommunications Act restricting the right of regional phone monopolies – the so-called "Baby Bells" – to offer long-distance services were unconstitutional.

The ruling provides a much-needed boost for the FCC, which has suffered a string of court defeats relating to the 1996 act and has come under growing criticism from Congress for the slow progress of deregulation.

William Kennard, FCC chairman, said the decision marked a victory for consumers: "This will mean more choice and lower rates for telephone service."

In terms of the 1996 act, the Bells are only permitted to offer long-distance services when the FCC is satisfied they have met a series of conditions that prove they have opened their domestic markets to competition. None of the companies has so far met the conditions.

In a suit that was later joined by other companies SBC Communications, the most litigious of the Baby Bells, had argued that the act unfairly singled out the Bells for punishment while allowing other smaller competitors into the lucrative long-distance market.

In a surprise move, Joe

However, in a 2-to-1 decision, the appeals court ruled that the obscure constitutional argument the Baby Bells had used to support their argument did not apply in this case because the act did not permanently ban the companies from offering long-distance services.

The new ruling was welcomed by AT&T and MCI, the long-distance companies, both of which have long charged that the Baby Bells have been illegally using their monopoly power to stop competitors entering the local markets. However, SBC and the other companies are expected to appeal against the decision to the Supreme Court.

The Supreme Court is already expected to rule this year on a separate dispute between the FCC and the Bells on whether the agency can impose certain pricing conditions on the companies when they lease parts of their telephone network to competitors.

Israeli strike to spread today

By Avi Machlis in Jerusalem

The Histadrut, Israel's trade union federation, today plans to expand a big public sector strike to increase pressure on Israel's finance ministry in negotiations over wage agreements for next year.

Amir Peretz, Histadrut chairman, and Yankov Neeman, finance minister, are both trying to win over public opinion as the labour dispute intensifies. There was no sign of compromise as the two entered another round

of negotiations yesterday evening.

Mr Peretz is demanding an 8 per cent pay rise for public sector workers, which amounts to a real increase of about 4 per cent at current inflation levels. Mr Neeman, fearful of pressure on inflation and the budget, is determined to limit an increase to 1 per cent.

Work stoppages by about 300,000 public sector employees since last Thursday have paralysed the public sector. Mr Peretz threatened to send more workers home today if no agreement was reached.

This could shut down the Ben Gurion International Airport, the Tel Aviv Stock Exchange and state-owned banks, which so far have not been involved.

Mr Peretz, addressing a public that is growing weary of an annual strike ritual, pleaded to Israelis to back the campaign.

"We want to prove that even workers with the lowest salaries are capable of fighting," he said.

But the finance ministry, which is determined to cut the 1999 budget by Shk2.2bn (\$670m), warned that every 1 per cent wage increase added up to Shk700m. "This will require additional reductions in other government expenditures and public services."

The statement sparked a fierce attack by Mr Peretz, who accused ministry officials of inflating figures to discredit union demands. "If a 1 per cent wage increase equals Shk700m, we will be satisfied with 1 per cent and can cut a deal immediately," he said.

Wages of US workers start to bounce back

By Robert Taylor, Employment Editor

After seven years of US economic recovery the real wages of American workers have begun to improve, with a 2.6 per cent annual rise since 1996 as a result of tight labour markets, low inflation and an increase in the minimum wage.

But most workers' real wages are still not back to the levels of 10 years ago. Nor have the living standards of most working families fully recovered from the early 1990s recession.

These are the main conclusions of the biennial study of working America published yesterday by the Economic Policy Institute, the independent think-tank in Washington DC.

"American families are working harder to stay in the same place and are seeing little of the gains in the overall economy," claims the report. "Amidst positive overall growth, significant economic disparities persist as trends in wages, income and inequality in the 1990s continue to follow patterns set in the 1980s."

The report adds US jobs have grown less secure and less likely to offer health and pension benefits. "Middle-class wealth (the value of tangible assets such as houses and cars, plus financial assets, minus debts) has also fallen," it says.

However, the report believes official US income data, due out next month, should indicate the typical family has regained the

after-inflation income level it achieved in 1988.

The main reason for current income trends is a continuing wage deterioration among middle- and low-wage earners and white-collar and some college-educated workers, argues the report.

The share of wealth held by the top 1 per cent of US households went up from 37.4 per cent of the national total in 1988 to 39.1 per cent in 1997 while the share held by families in the middle fifth of the population dropped from 4.8 per cent to 4.4 per cent.

The state of Working America 1998-1999, from the Economic Policy Institute, 1600 L Street NW, Suite 1200, Washington DC 20036. Copies available in January from Cornell University Press.

Latin America in plea to G7 over recession fears

By James Wilson in Panama

Latin American leaders have called on the Group of Seven industrialised nations to take urgent action to stop a worldwide slide into recession.

Amid growing fears that contamination from Asia and Russia will cause a full-blown crisis for the region, they also made clear they expected the International Monetary Fund and other multilateral finance organisations to stand behind them if they faced a liquidity crunch through

being shut out of world capital markets.

Their demands, made at this weekend's summit of the Rio Group of Latin American nations in Panama, come after a traumatic week for the region's stock markets and economies. Colombia devalued its currency, the Mexican peso fell to historic lows, and Moody's, the credit rating agency, cut its rating on Brazil and Venezuelan debt. It also said it was reviewing Argentina and Mexico.

Leaders concentrated most of Saturday's talks on the

crisis and took the unusual step of issuing a separate declaration responding to the economic woes.

Their declaration said G7 countries needed to "take measures immediately to restore stability in financial markets and guarantee the growth of the world economy". World financial organisations needed to "become involved more quickly and effectively".

Their concerns were voiced by Mexican President Ernesto Zedillo, who said everyone had a part to play in staving off a crisis.

"I can."

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AUDITED FINANCIAL RESULTS (in millions)				
	Year ended 30.6.98 (Rs.) (US\$)		Year ended 30.6.97 (Rs.) (US\$)	
TURNOVER	11310	265	9214	216
OPERATING PROFIT	3528	83	2855	67
CASH PROFIT	2450	58	2167	51
DEPRECIATION	1085	25	812	19
PROFIT AFTER TAX	1317	31	1324	31
EARNINGS PER SHARE (Rs.)	18		18	
CASH EARNINGS PER SHARE (Rs.)	33		29	

(US\$ = Rs. 42.60)

GUJARAT AMBUJA CEMENTS LTD.

For further information contact: Anil Singh, Treasurer
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Gujarat Ambuja Cements Ltd. CACL 1/98

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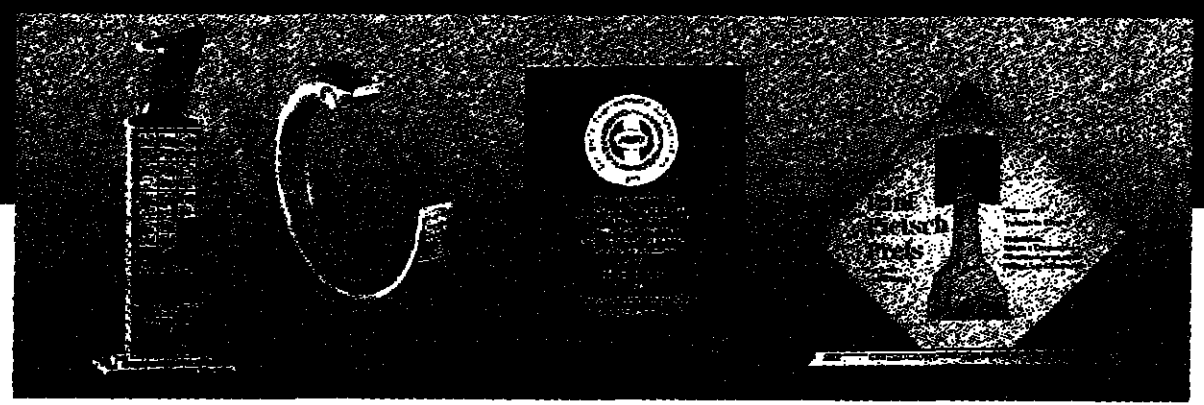
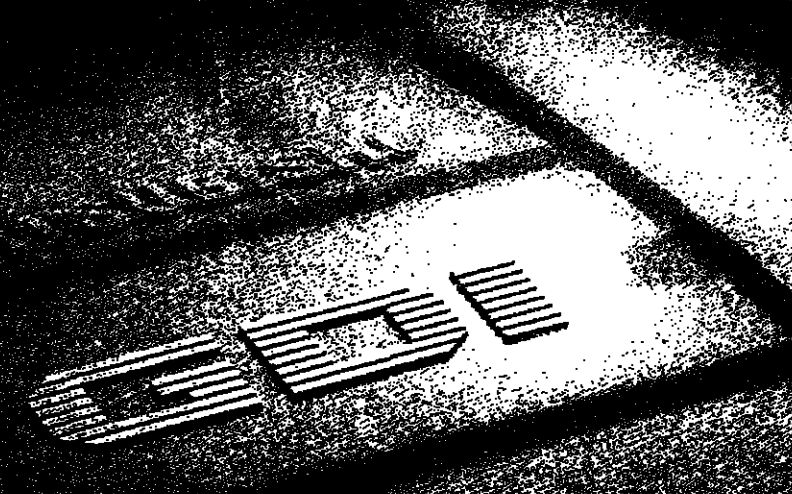


of US workers
bounce back

merica in plea to
recession fears

into the Congress

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And as it's being fitted in other manufacturers' makes and models, the benefits aren't restricted to Mitsubishi cars, the motor industry or even drivers - they're global. GDI takes you further.

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the
little
things
that
make
Mitsubishi
great.



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WEB SITE: <http://www.mitsubishi-motors.co.jp/>

BRITAIN

SOCCER ENIC MAY OPPOSE BSKYB IN FIGHT TO TAKE OVER SPORT'S RICHEST CLUB

Bid battle looms for Manchester United

By Patrick Harverson and David Wighton in London

Enic, the leisure group with extensive interests in European soccer, is poised to join the bidding for Manchester United after the sport's richest club confirmed yesterday it was in takeover talks with BSKYB, the UK satellite broadcaster.

Enic is considering a rival offer for United after news of BSKYB's takeover plan was fiercely criticised by politicians in London opposed to any attempt by Rupert Mur-

doch, BSKYB's largest shareholder, to increase his influence over the national sport.

The government yesterday suggested a takeover of United by BSKYB could be referred to the Monopolies and Mergers Commission.

BSKYB already owns the exclusive rights to broadcast live Premier League soccer games, which are heavily promoted by Mr Murdoch's newspapers. Critics said its ownership of United would raise several potential conflicts of interest. They were concerned about possible

abuse of its powerful position in soccer.

The political opposition to a BSKYB takeover has encouraged Enic, which has long been interested in acquiring a top English club, to enter the fray. It has not yet held talks with United, but is ready to make an approach this week.

The group - which owns Vicenza of Italy, Slavia Prague of the Czech Republic, AEK Athens of Greece and a 25 per cent stake in Glasgow Rangers of Scotland - would look to Time

Warner, the US entertainment group, for financial backing. Enic and Time Warner are already partners in an international restaurant and retail joint venture.

A battle for United would almost certainly push the price of the club above the £575m (\$949m) reported yesterday as BSKYB's opening offer. United's shares closed on Friday at 150p, valuing the club at £413m, but analysts believe a bidder would have to pay a big premium.

BSKYB faces considerable opposition to a takeover of

United. Tony Banks, the sports minister, said the competition authorities would have to examine the deal, which would have "very, very profound" consequences.

He said: "I would imagine there are alarm bells ringing somewhere because this isn't something that can just sail through like any other takeover bid because there are profound consequences, not just for sport, but for competition within the media generally."

The prime minister's office made no attempt to distance

itself from Mr Banks' comments. "We would look very carefully at the competition issues that may arise and the normal procedures would be followed," it said.

The Department of Trade and Industry said a deal would definitely be scrutinised by the Office of Fair Trading, which advises the chief minister on whether to refer bids, and added: "There may be an argument that this sort of deal might have an effect on competition."

Lex, Page 14

Northern Ireland's sworn foes on road to milestone meeting

John Murray Brown on the gestures that may pave the way to talks between leaders of the two main nationalist and pro-British parties

After the rapid pace of recent developments, the Northern Ireland peace process marks a further milestone today when David Trimble, first minister in the new assembly, chairs the first meeting of the province's party leaders.

The gathering has gained in importance amid hopes that it may lead to direct talks between Mr Trimble, leader of the pro-British Ulster Unionist party, and Gerry Adams, president of Sinn Féin, the political wing of the IRA.

Continuing tensions were highlighted over the weekend when two policemen were injured in bomb attacks during riots in the town of Portadown. But in a process propelled by set-piece events, any public show of reconciliation between these sworn foes could restore public confidence in the recent Good Friday peace accord.

The signals are mixed. Mr Trimble yesterday ruled out a symbolic handshake. He accused Mr Adams of offering not an open hand but one holding three tons of Semtex explosive and hundreds of AK-47 assault rifles. "You have got to be careful about the signals you send to people," he said.

At the same time, he claimed arms decommissioning was inevitable and that the anti-British republican movement was "on a conveyor belt" to dismantle its armoury. No unionist believes the IRA is about to disarm, but Mr Trimble

needs to justify his tactics to his supporters, many of whom are deeply sceptical that Sinn Féin has renounced terrorism.

His advisers were anxious yesterday to stress that any contact Mr Trimble may have with Mr Adams is in the context of his role as first minister, not as leader of the Ulster Unionist party. But government officials point out that just to invite Mr Adams to a meeting of party leaders is to accept the legitimacy of Sinn Féin's electoral mandate.

Mr Trimble has little room to manoeuvre. Meeting Mr Adams would be one thing, but sitting down in government with Sinn Féin ministers while the IRA retained weapons would be too much. Many unionists fear the appointment of Sinn Féin's Martin McGuinness to liaise with the international arms decommissioning body may simply be reassurance to his own grassroots because the IRA has given no commitment on disarmament.

John Bruton, leader of the Republic of Ireland's opposition Fine Gael party, says Mr Adams' latest statement amounts to little more than an aspiration that violence "must be" a thing of the past, offering no guarantee that violence would be finished for good.

There is an element of bluff in this developing stand-off. No executive for the province can be set up until the parties agree what ministries are to be created. The timing is largely in Mr



A Catholic-owned shop in Portadown firebombed by pro-British loyalists at the weekend. Paul McEneaney

'No timetable' for decommissioning

Mo Mowlam, Northern Ireland secretary, stressed in an interview with Sky television's Sunday programme that she would not make decommissioning a timetable precondition for all the other parts of the Good Friday agreement.

She said: "I think decommissioning has to happen. I have never put time limits on any of the dimensions of the Good Friday agreement, apart from the two years [by] when all

the dimensions have to be implemented." She added: "All dimensions of the Good Friday agreement have to move together to work. It is not only important to have movement on decommissioning but across the board."

"In relation to decommissioning, of course it has got to happen but what you mustn't do is keep putting something up front and making it a hurdle to jump over."

Trimble's control as first minister. The only binding date is that areas of cross-border co-operation have to be identified by the end of October. Unionists say that can happen even without an executive.

But Dublin's concern, and that of many nationalists, is that Mr Trimble may be spinning it out to put pressure on Sinn Féin. Seamus Mallon, his deputy, will face difficulties within his moderate nationalist Social Demo-

cratic and Labour party if he allows Mr Trimble to set the pace of events.

Even in the wake of President Bill Clinton's visit last week, unionists recall that it was barely two months after the last Clinton visit in November 1995 that the IRA broke its first ceasefire with the huge bomb in London's Docklands. What, they ask, will the IRA do if negotiations become bogged down this time?

Mr Trimble believes he can sit it out. He points out other aspects of the agreement are already in train. This week will see the first paramilitary prisoners set free as part of the peace agreement. And a commission to examine changes to the Northern Ireland police force - a key demand of Sinn Féin - is under way, chaired by Chris Patten, the former Hong Kong governor.

Big electricity consumers urge price cap

By Andrew Taylor, Utilities Correspondent

Some of the electricity industry's biggest customers want the UK government to place a ceiling on wholesale power prices charged by generators in the wake of what they describe as "excessive contract price rises this autumn".

The Utility Buyers' Forum - representing companies such as the GKN industrial conglomerate and J Sains-

bury, one of the country's biggest retail chains - has asked Peter Mandelson, chief industry minister, to impose a price cap until changes can be introduced reducing the price-setting power of the big generators.

Mr Mandelson is to respond shortly to the recommendations of a government review of energy policy, which has called for radical changes to electricity trading. He is also considering requests that National

Power and PowerGen, the two biggest fossil fuel generators, sell some power stations.

The UBF, in a letter to Mr Mandelson, said it recognised that neither proposal "can be introduced overnight". But the minister should consider imposing a price cap until "truly competitive market conditions emerge".

The national Electricity Pool, which acts as a clearing house between genera-

tors and customers, sets wholesale prices that are used as a guide when negotiating individual contract terms.

The UBF said in its letter that inflationary generating price increases had been imposed in the autumn electricity contracting round, "the most common renewal date for industrial and commercial buyers of electricity".

Bob Spears, UBF electricity director, said annual

costs of those negotiating new prices from October had risen by 80m, which, if taken across all industry and commerce, would represent a rise of 4 per cent in annual generation prices.

The Electricity Association, which represents power generators and suppliers, said yesterday that prices had fallen by up to 30 per cent in real terms since 1990. "The contracts market remains highly competitive," it said.

It plans to give the FSA reserve powers to cover mortgages and bank deposits, neither of which are currently regulated. The draft bill also gives the regulator a free hand to make rules in certain areas, such as money laundering.

Many in the financial services industry are concerned the government is giving the FSA too much power with too little accountability. They point out the members of the FSA board will not be responsible to regulated companies for their actions in the same way that a company director is to shareholders, or indeed the directors of any regulated company will be to the FSA.

The FSA, like the Securities and Investments Board it replaces, will remain broadly answerable to parliament. But Mrs Knight will say that additional controls are needed.

NEWS DIGEST

THE ECONOMY

Union leaders to press Blair to act over downturn

Trade union leaders will today press Tony Blair, the prime minister, to deal with the deepening economic downturn in the run-up to the Trades Union Congress, which starts next Monday. A delegation led by John Monks, TUC general secretary, will urge a cut in interest rates to reduce the value of the pound. Ken Jackson, general secretary of the AEEU engineering workers' union, has asked Eddie George, governor of the Bank of England, and other members of the central bank's monetary policy committee, to cut interest rates when they meet on Thursday. Union leaders believe Mr George will receive a hostile reception when he speaks to the conference - for the first time - unless the Bank moves to allay the fears of industry about the strength of the pound and the decline in exports. "The Conservatives tried to kill off manufacturing industry and the Bank is trying to finish off the job", said Mr Jackson yesterday. Robert Taylor, London

SCOTLAND

Polls put Labour ahead

Two polls in Scottish newspapers indicated yesterday that the governing Labour party had regained its lead over the Scottish National party, which seeks independence for Scotland in the European Union. Previous polls have suggested the SNP is ahead of Labour. The two surveys suggested that Labour would be the biggest party in the new Scottish parliament, able to form an administration with the support of the pro-European Liberal Democrats. But the findings were tarnished for Labour by another conclusion of the NOP poll: that 50 per cent of those questioned supported Scottish independence, with 45 per cent opposed. The SNP will soon propose an overhaul of Scotland's export promotion activities in its manifesto for the elections to the parliament. The SNP believes Scotland's exports are too narrowly focused on the drinks and electronics sectors. Andrew Parker, Edinburgh

COMPETITION POLICY

Ministers attacked over bill

Ministers and the Office of Fair Trading were attacked by the opposition Conservative party yesterday for failing to provide business with details of how new competition legislation will operate. John Redwood, the party's chief industry spokesman, said it was "totally unsatisfactory" that companies still did not know how the regime would be implemented. John Bridgeman, the director-general of fair trading, admitted in a letter to Mr Redwood that there were still many uncertainties surrounding the bill, which is expected to become law by the end of the year. Mr Bridgeman also said the government has still not come up with a definition of which vertical or supply agreements would be exempted from the prohibition on anti-competitive agreements. David Wighton, Wighton

'AIR RAGE'

Research blames stress

"Air rage" - in which passengers disrupt flights - can be caused by anxiety among passengers, according to Business Traveller magazine. Research showed that many business executives feared flying, yet continued to go by air because their job demanded it. The Business Traveller article claimed:

- Few crews are given much training on how to handle unruly passengers.
 - Some airlines dispense too much alcohol on flights.
 - Frustrated smokers cause much of the trouble.
 - Stress can cause passengers to behave unpredictably.
- Too high expectations can also be a cause of trouble, said Business Traveller. In one instance, a flight attendant was badly burnt when a passenger threw two pots of coffee over her after being denied an upgrade.

SCIENCE

Hawking attacks 'extremists'

Stephen Hawking, the best-known scientist in Britain today, last night led a scientific counterattack against animal rights "extremists". On the eve of the British Association's annual science conference in Cardiff, Professor Hawking, professor of mathematics at Cambridge University, accused extremists of turning to animal rights "from a lack of the more worthwhile causes of the past, like nuclear disarmament". Professor Hawking, who suffers from motor neurone disease and speaks through a voice synthesiser, is a patron of Seriously Ill for Medical Research, a patients' group that defends human experiments with animals to promote human health. The group condemned the use of violence and intimidation against medical researchers who use animals. Colin Blakemore, the Oxford University brain researcher who is this year's British Association president, has suffered frequently from such attacks. Clive Cookson, Cardiff

THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

■ **TODAY**
Adare Printing IR6.72p
Anglian 6p
Arriva 3.6p
Cable & Wireless 6 1/4% Nts
2003 £63.75
Do 8 1/4% Nts 2006 £63.75
Do 8 1/4% Nts 2008 £63.75
Capital Shopping Centres
6 1/4% Bd 2013 £34.375
Holders Tech 2p
MS Int 0.65p
Prism Leisure 5p
Scottish Highland Hotels
1.4p
Sony 6 1/4% Nts Mar 2006
£30.625
Wessex Water Fltg Rate Cn
PI 3.225p

■ **TOMORROW**
Abbey National Treasury
Gld FRN 1999 \$14.38
British Gas Int Fin 8 1/4% Ctd
Nts 1999 \$83.75
Reuters 3.4p
Rockwell Int \$0.255
Tenneco \$0.30
Treasury 7 1/4% 2008 £3.875
Treasury 10% 2003 £5.0
Trifast 7.5p
Wah Kwong Shipping
HK\$0.234

■ **WEDNESDAY**
SEPTEMBER 9
Anheuser-Busch \$0.28

Funding for Homes 10 1/4% Db
2018 £5.0625
Hallifax FRN 1999 £194.50
Harveys Furnishing 6p
Investors Cap Tst Inc Anty
Rest/Vig 1.42p
Do Units 1.42p
Joseph (Leopold) 16p
Nat West Bank 7 1/4% Sb Nts
2015 £78.75
Partridge Fine Arts 1.75p
Residential Mortgage Sec 1
Class A Mtg Bckd FRN 2034
£127.66
Do Class M £203.85
Do Class B £269.38
Uno 4.15p
Woolwich 7% Nts 1998 £700.0

■ **THURSDAY**
SEPTEMBER 10
AlliedSignal \$0.15
Anglo Irish Bank FRN 1998
£196.92
Carclio Engineering 7.50p
Chevron \$0.61
Dun & Bradstreet \$0.1895
Exxon \$0.41
General Motors \$0.5500
IBM \$0.22
Lex Service 7.8p
Lilly (Eli) \$0.20
Mobil \$0.57
Nat Australia Bank Sb Var
Rate Nts 2000 £203.85

Nat West Bank Var Rate Cap
Nts 2009 £206.37
Pfizer \$0.19
Portman Bldg Scty FRN 1999
£196.78
State Bank of New South
Wales Sb FRN 2005 A\$74.38
Texaco \$0.45
Treasury 5 1/2% 2008/12 £2.75
United Technologies \$0.36
Warner-Lambert \$0.16

■ **FRIDAY SEPTEMBER 11**
ABN Amro FLA.60
Bankamerica \$0.345
Break for the Border 1.3p
Brunner Inv Tst 3p
Debenham Tewson & Chin-
nocks 2.2p
Driefontein Cons R0.60
French Property Tst 0.5p
Racal Elec 3.9p
St Helena Gold Mines R2.0
St Modwen Props 1p
Savills 3.5p
Total Office 1.8p
Treasury FR 1999 £1.8778
Wilton Inv 3.35p

■ **SUNDAY SEPTEMBER 13**
Hydro-Quebec 12 1/4% Ln 2015
£5.275

UK COMPANIES

■ **TODAY**
COMPANY MEETINGS:
Asia Healthcare Tst, Cheap-
side House, 138, Cheapside,
E.C. 11.30
Baring Emerging Europe
Tst, 155, Bishopsgate, E.C.,
2.30

■ **TOMORROW**
COMPANY MEETINGS:
New London Capital, Foun-

tain House, 130, Fenchurch
Street, E.C. 12.00

■ **WEDNESDAY**
SEPTEMBER 9
COMPANY MEETINGS:
Great Universal Stores,
Chartered Insurance Insti-
tute, 20, Aldermanbury, E.C.,
12.00

■ **THURSDAY**
SEPTEMBER 10
COMPANY MEETINGS:
Courts, 160 A, Fleet Street,
E.C. 11.00

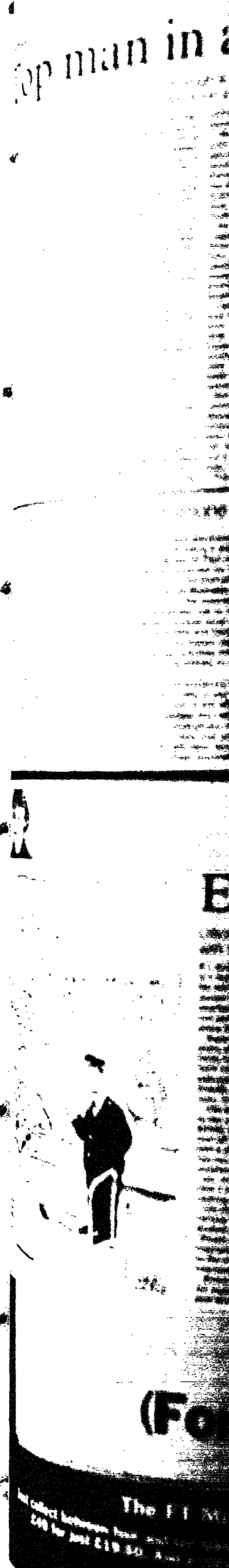
■ **FRIDAY SEPTEMBER 11**
COMPANY MEETINGS:
Hampson Inds, Cophorne
Hotel, Merry Hill, The
Waterfront, Level Street,
Brierley Hill, West Midlands,
12.00

■ **FRIDAY SEPTEMBER 11**
COMPANY MEETINGS:
Hampson Inds, Cophorne
Hotel, Merry Hill, The
Waterfront, Level Street,
Brierley Hill, West Midlands,
12.00

■ **THURSDAY**
SEPTEMBER 10
COMPANY MEETINGS:
Courts, 160 A, Fleet Street,
E.C. 11.00

■ **FRIDAY SEPTEMBER 11**
COMPANY MEETINGS:
Hampson Inds, Cophorne
Hotel, Merry Hill, The
Waterfront, Level Street,
Brierley Hill, West Midlands,
12.00

■ **THURSDAY**
SEPTEMBER 10
COMPANY MEETINGS:
Courts, 160 A, Fleet Street,
E.C. 11.00



INSIDE TRACK

PROFILE LIVIO DESIMONE

Top man in a sticky situation

His company might have been going through a rough patch recently, but the chairman of 3M believes the way forward is to focus on product development, writes Nikki Taft

Livio "Desi" Desimone, chairman and chief executive of 3M, is running late. Dozens of analysts and institutional investors are set to descend on the company's vast Minnesota-based headquarters for a biennial briefing, and there are presentations to rehearse. A secretary darts in and out, as minders look anxiously at their watches.

Mr Desimone, though, seems unruffled. An affable, down-to-earth character - known throughout the company simply as Desi - he plunks himself down in an unpretentious office. His hands wave vigorously and energetic sentences go unfiltered as he contemplates the challenge presented by the global economic turmoil.

"How the hell do you ever come out of it? I don't know," he remarks frankly, of the Asian crisis. "You look from high enough and say, well, the position we have in Asia is phenomenal and it will serve us really well somewhere down the road. But year on year, we're going to swallow this very large pill."

The task of keeping matters on an even keel seems to be Mr Desimone's lot at present. For years, management gurus have slavered over 3M. But many in Wall Street have turned against the company, wiping a third off its share price in a year.

The company was born, unpromisingly, out of an abortive project to mine corundum, an abrasive mineral, in the early 1900s. But in recent years, its ability to make extremely healthy margins from a huge array of basic products - from Scotch tape and scrub sponges to tooth-filling materials - has won plaudits. 3M, which has focused on innovation and on producing a steady stream of new products, has consistently been in the top 10 of Fortune magazine's most-admired businesses.

The Asian crisis has taken some of the sheen from that success: the region represented about 23 per cent of the group's \$15bn annual sales and yielded higher margins. Growth opportunities back home are more limited, mainly because 3M

already has large market positions there.

Moreover, as Mr Desimone puts it, even in the US, conditions are "not universally good". Many of 3M's vaunted financial targets - such as the 8 per cent labour productivity improvement year-on-year - will be missed in 1998. Profits will probably be flat.

So far, the company's response has been limited. True, it will shed about 4,500 jobs, out of the 75,000 employed at end-1997, but these jobs are only disappearing over 18 months and largely by attrition. Last month, 3M also promised to rationalise some facilities and cut out less profitable product lines - for example, on the medical products side. All this, it says, should be sufficient to push it back to a 20 per cent operating margin by 2001.

But analysts, who grilled executives at the day-long Minnesota briefing, are concerned that global conditions may be declining faster than 3M is responding. "Everyone's saying he's on Desi-time," grumbled one pundit. "This is not new territory

tough? "No, I think what we want to do is speed them up to compensate for the slowness. But it does raise the question, where does [the R&D funding] come from? Well, it means being efficient everywhere else. Reallocation of resources is not easy in this company. But not every product line does well. Some don't return their cost of capital."

Mr Desimone is also quick to defend the basic shape of the group. He leapt on a question about the appropriateness of a conglomerate structure in the 1990s environment of "core competencies" and streamlined asset portfolios almost before it was asked. 3M, after all, still makes 50,000 products.

"A very large part of what this company does has sticky stuff on it," he says. "Whether you talk about Post-It notes, or office tape, or bonding tape for industry, they're clearly sticky. But half of our medical health-care business is also based on something being sticky. The knowledge we have [allows us] to make those [basic products] valuable."

"I'll just use one example, reflective sheeting. The fact is that it's sticky. The advertising brackets that go on trucks, they get stuck on. And the fact that we have that capability makes our commercial graphics division a much better business."

"Now adhesiveness is the most traditional property you'll find across the company technologically. But micro-replication... will also permeate this company in a series of market applications - light management, reflective sheeting, brightness enhancement." In short, a conglomerate justified by common technology threads? "Absolutely," says his chairman.

Mr Desimone concedes that the consolidation occurring throughout US industry may require 3M to be more acquisition-minded - although he foresees difficulties. "The Justice Department would not look kindly at our buying a tape company - and there are many areas we are fairly dominant in. But it's not a static situation... There are areas we must expand in."

Finally, there is the difficult question of just how hard 3M needs to batter down the hatches to ride out the current global conditions. Mr Desimone feels the conditions in Asia will hit the company hard this year, offset perhaps to a small extent by better conditions in some European markets. (Overall, slightly more than half of 3M's business lies outside the US.) Thereafter, as conditions level off, year-on-year comparisons will look more favourable.



Current rationalisation plans, he stresses, are based on the company's best estimate of how conditions will pan out and they should be more than sufficient. But he adds: "We're not saying this is the plan that does everything - if there's a different model that shows up, we will react accordingly."

Essential Guide to Desi Desimone

Desi Desimone, 62, carries on a tradition within 3M - or Minnesota Mining & Manufacturing - of appointing long-term insiders to the posts of chairman and chief executive.

The child of Italian immigrants, he grew up in Montreal, and English was actually his third language, after Italian and French.

He emerged from McGill University with a degree in chemical engineering and was promptly hired by 3M in 1957, aged 21. For four years, he worked as a process engineer with 3M Canada.

He then went into management, working at plant jobs, including head of manufacturing operations in Brazil. His first vice-president's position came in 1975, also in Latin America.

By the time he became chief executive in 1981, he had direct experience of many areas of 3M, from life sciences to industrial and consumer products and the

imaging and electronics business.

With 3M being a stalwart of the Minneapolis-St Paul business scene, Desimone turned his talents to civic positions - for example, with the Minneapolis Business Partnership, as a member of the business round table.

He has also sat on the boards of a handful of other local companies, including General Mills and Dayton Hudson, the large Minneapolis-based department store group.

He has indicated that 3M's management tradition is unlikely to change in the near future.

As to his successor Desimone has said he expects to stay in situ until 2001, but - with a nice touch of self-effacing humour - he acknowledges the need to find someone "less chronologically challenged".

But, he says, well before the handover date 3M will have "several people with broad enough experience" to vie for the job.



LUCY KELLAWAY

Ensnared in corporate cordons

Office security systems can be an ordeal for the visitor. Perhaps it is time to do away with those aggressive guards and to re-introduce some old-fashioned courtesy

If I shake my handbag there is a dull clunking noise. It is the sound made by visitors' passes bashing against one another. If I empty the bag I can produce a selection going back several months.

Some are pretty, some plain, all have clips to attach them to your clothing. I have one with attractive pale green swirls from British Airways. I have red ones, blue ones, white ones. The most recent addition to the collection comes from KPMG and is one of those tear-off strips of paper made into a personalised badge. It has two special code numbers on it and says who I am, where I work, what time I arrived, who I am visiting, and so on.

On the back it tells me various things I could have worked out for myself. "Please obey any instructions you may receive in the event of an emergency," it says.

Every now and again I put my passes in envelopes and post them back to their

owners, who are so punctilious about handing them out, but so careless about claiming them back. And then I wonder what it is all about.

Going to visit anyone these days is becoming an increasingly elaborate performance. First you have to announce yourself, and answer a whole raft of questions. Then you are issued with an electronic card which will allow you to pass through the building.

Or rather, a card that may not allow you to pass through the building. A common sight in reception at the Financial Times is captains of industry and other assorted guests failing to operate the electronic gates. They insert their passes into the slot one way. Nothing. They try them the other way. Still nothing. Eventually a security guard explains that the card is back to front or upside down and swipes it correctly.

In terms of office security, ordeals like these are routine. Something worse happened to a colleague when he went to visit Cisco Systems, one of the many companies in the old NatWest Tower, now renamed the International Finance Centre. With him was a natty little fold-up bike.

The man at the main reception told him he could not take his bike in because it was a bomb threat. A second security guard said the bike was a dangerous object and according to health and safety regulations it could neither come into the offices nor could it be left unattended in reception. My colleague insisted; the guards said he was trespassing and threatened to call the police.

Eventually a compromise was struck. My colleague was allowed up to his meeting, but only when a Cisco employee agreed to come down to sit with his bike. Much time had been wasted, many tempers lost.

What is all this security for? It is particularly telling when even the guards themselves don't know the purpose of their fancy arrangements. Many will tell you that they are in case of fire - the electronic passes

keep track of who is in the building, and anyone who wants to find out can get a print-out. This seems absurd: when a fire is raging through the building it is surely not the time to start faffing about with the printer.

Office security is particularly tight at IT companies. The IBM Europe headquarters is like a

fortress with a mass of electronic gates. In many places you cannot even go to the loo unaccompanied. But even these companies may not have thought through what they are doing - policing the four walls of an IT company seems a pointless measure when the big threat to their systems comes to them via the internet.

In any case, there is no evidence that corporate theft/spionage/whatever has declined since companies started making such a big thing about security. All the figures show that most of the office crimes and most hacking into computer systems are committed by disgruntled employees anyway.

There may be a few exceptional businesses where security really does matter. The Ministry of Defence and most defence companies demand to see your passport and rightly keep close tabs on all visitors at all times.

At the very least it would look bad if they were not seen to be taking

security very seriously. But for most companies the reverse is true: it looks bad to take quite so many precautions. First impressions count; it is hard to come across as a thoroughly open company if you put your visitors through the third degree at the door and then make them feel like helpless fools by being unable to work their passes.

It need not be like this. The other day I went to visit the offices of a PR company. There was a friendly person on reception who asked me who I was visiting and my name. She told me where to go, and with no card, no signing, no nothing, I was allowed to go up in the lift all by myself.

Admittedly this was a smallish building, but I do not see why larger companies need not be more relaxed. Step one would be to stop outsourcing security to underpaid and over-aggressive guards and bring back receptionists who recognise you and greet your visitors with old-fashioned courtesy.

The IBM Europe headquarters is like a fortress with a mass of electronic gates

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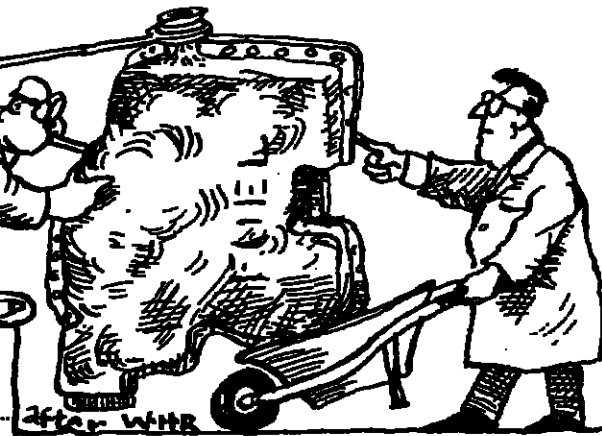
Mr Mehner admits a competitor is possible, but warns there are logistical issues – not least, managing integration of data when votes from shareholders who hold accounts with a single brokerage can come from two sources: the ADP process, and a separate start-up.

These problems are unlikely to be insuperable. Here, if ever, is a business opportunity to be grabbed.

tim.jackson@pobox.com



ingly. I don't know how they accepted so much change in such a short time without some kind of collective nervous breakdown."



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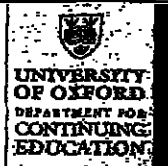
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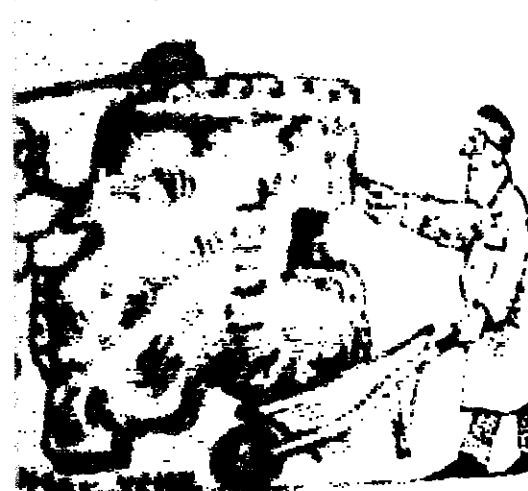
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Business schools, like any other enterprise, can be in danger of saturating their own market during a boom.



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Schools find strength in smaller numbers

Gwen Robinson on a merger aimed at reversing the decline in quality that has followed the management teaching boom

Business schools, like any other enterprise, can be in danger of saturating their own market during a boom. In Australia, a country of just 19m people, "MBA mania" took off relatively slowly in the late 1970s, but this year there were 37 schools offering MBA courses.

The growing number of new courses and the dubious standards of some of them have prompted calls for industry rationalisation. From January, however, there will be one less institution in the top ranks, following a bold move by the country's two leading business schools. In June the Australian Graduate School of Management, an arm of the University of New South Wales in Sydney's eastern suburbs, and the Graduate School of Business at Sydney University announced they would merge their operations into a joint faculty.

The move will create Australia's biggest dedicated management school and the first, in terms of size and resources, to compete with US and European counterparts. AGSM, with about 190 full-time and 1,600 part-time students, is Australia's biggest business school. Sydney University has about half the numbers.

The two will merge under AGSM's name and offer joint degrees. All full-time MBA students will study at the AGSM's existing facilities, while part-time students will be taught at Sydney University's campus. The two schools are also combining resources to build an executive residential facility for overseas students.

"We realised that size does matter," says Peter Dodd, AGSM's dean and director and the driving force behind the merger. "We have not found a precedent for this

number. Combining resources has enabled the schools to invest more in facilities. One such facility, to be opened this month, will be Australia's first securities trading and research laboratory capable of simulating financial market trading conditions. "That would have been almost impossible for a small school to do," says Mr Dodd.

The project, called STAR-Lab, was designed by Australian academic John O'Brien, who developed one of the first market simulation systems in the US and joined AGSM from Carnegie Mellon University in the US. The lab's computer systems download real time data from the stock and futures exchanges, enabling students to trade in a realistic environment. The lab will be particularly relevant next

students are from overseas, mostly Asia. The school is planning to run courses in south-east Asian countries, including Indonesia, Singapore, Malaysia and India. The first was to have begun in Indonesia this year, but was postponed because of political upheaval, and is likely to proceed next year, Mr Dodd says.

With charges of about A\$5,000 for a full-time MBA over 18 or 21 months, AGSM is among the most expensive business schools in Australia. In US dollar terms, however, the cost is less than \$19,000 - compared with double or even treble the amount at large overseas business schools.



Australian Graduate School of Management dean Peter Dodd: 'We realised that size does matter'

'In the US, universities are sharing facilities for teaching, but they have separate campuses. Joint ownership of a faculty is a first'

among their peers," Mr Dodd says.

The merger is expected to generate annual revenues of A\$30m (£11.2m) for the school. Enrolments are expected to grow to more than 300 full-time and 2,000 part-time MBA students, with about 50 PhD students. AGSM also runs correspondence courses in Australia's six capital cities.

But one of the biggest growth areas is the school's customised, executive courses, mainly aimed at the corporate market. "Demand is strong, but designing a course for a particular company is difficult and time-consuming," Mr Dodd says. So far this year, more than 4,000 executives have passed through AGSM on special courses which range from a day to four weeks - almost double last year's

year, when the Sydney Futures Exchange abolished its open-outcry system of floor trading and switches to a fully computerised system.

Size will also help the newly merged school in a fast-growing area of student recruitment: the Asia-Pacific region. With Asian interest in western educational qualifications rising, Australian schools have a powerful advantage over US and European counterparts in their geographic location and competitiveness. The Australian dollar's falls this year to record lows of about 55 US cents has further enhanced their appeal. "We don't compare ourselves to Wharton or Stanford and the like, but on the next level down, we are very, very competitive," Mr Dodd says.

Already, nearly 60 per cent of AGSM's full-time MBA

David Hoare, a member of the Sydney University senate and the chairman of Telstra, the Australian telecommunications group.

The business community is also playing a bigger role in the school's direction, with more than 40 executives from big companies participating in an advisory council and assisting the school's placement programme. Mr Dodd has promoted the school as an executive recruitment ground. "Now, 35 to 40 companies are coming every year to look at our graduating students; a lot of them are investment banks."

Mr Dodd's emphasis on "real" world business is aimed at achieving a "balance between rigour and relevance", he says. "How you get that balance is the challenge. Part of the strategy is to bring executives in from outside." This year, AGSM introduced an "executive in residence" programme.

Another innovative scheme has been to invite companies to present real tasks or problems to students.

"Companies came to us with real problems. We'd put

together a team involving students, academics and representatives of the company. The company would pay out-of-pocket costs, but no other charges. In return, they'd get a highly motivated group of bright people."

The most unusual programme at AGSM, however, reflects Mr Dodd's strong interest in what he calls the "third sector", or non-profit organisations. Mr Dodd himself is chairman of the Anti-Litter Association of New South Wales and believes all his students should have experience working with community groups.

From this year, it will be compulsory for the school's MBA students to spend a minimum amount of time working with community groups in teams, helping them form business plans or deal with management issues. In addition, Mr Dodd has introduced a scholarship programme for non-profit organisations. "MBA graduates are going to be the managers of the future, so it's important they are aware of the issues that are relevant to society - they can get very self-centred in an MBA programme," he says.

Said school submits detailed building plans

The Said Business School in Oxford has submitted a detailed planning application for the construction of its new building opposite Oxford railway station. The school is housed in converted accommodation in the city's hospital, the Radcliffe Infirmary.

Saudi entrepreneur Wafic Said has donated £20m to cover the cost of the new building and the university has committed to raise an equivalent amount to finance academic posts and other needs. More than £12m of that has already been raised.

The university expects the new site to be open in 2000. The school plans to increase the number of MBA students to 200 by 2001.

The architects are Jeremy Dixon and Edward Jones, who were also involved in the ill-fated attempt by the university to build a business school on university playing fields in 1996. The scheme was thrown out after a revolt by academics.

Said Business School: UK, (0)1865 288650

Recruiters look further afield

Recruiters for MBA graduates have been combing more schools than in previous years, according to the latest Recruiter Research survey from the MBA Career Guide, in London.

Increased recruiter demand has meant that the biggest schools have been unable to fulfil demand and recruiters have had to turn to smaller schools.

MBA Career Guide: www.career-guide.com

Wisdom of Batts for Chicago

This year MBA students at Chicago will study corporate governance issues under a man who knows all about the topic: Warren Batts, former chief executive of Tupperware. Mr Batts is on the board of Sears Roebuck, Allstate Insurance and Sprint.

The course will cover topics such as the board's responsibility in the case of a hostile takeover and shareholder activism.

Chicago: www.gsb.uchicago.edu

Chambers get own course

Senior managers from Europe's chambers of commerce are getting their own series of courses.

Eurochambers, in Brussels, is organising its first week-long course in Westernham, Germany, this week. The organisers believe the participants will make useful contacts as well as learning effective management techniques.

Eurochambers: Belgium, 2 282 08 50

Information for News from Campus should be sent to Delta Bradshaw, The Financial Times, One Southbank Bridge, London SE1 9HL. Tel: 44 171 873 4673 Fax 44 171 873 3350



JOHN RIDDING FILE FROM HONG KONG

Assault on free speech is no storm in a teacup

Triad gangsters have emerged as the biggest threat to freedom of expression and the rule of law

Shortly after stepping out of his Jaguar one morning last month, Albert Cheng, the outspoken host of one of Hong Kong's most popular radio talk shows, was attacked by assailants wielding meat cleavers. The presenter of *Teacup in a Storm* is now recovering, although it is not clear whether he has suffered any permanent injuries.

Across the border in Guangdong province, Cheung Tsz-keung is awaiting prosecution. Captured a few months ago, the alleged triad kingpin is accused of a reign of terror in Hong Kong and the surrounding region. Armed robbery and the kidnapping of tycoons feature prominently on the charge sheet.

The two cases have little in common, apart from the fact that both have been splashed across the territory's newspapers. But they have thrown light on Hong Kong's underworld, and have left thorny questions about sensitive issues ranging from freedom of expression to the rule of law.

"Generally Hong Kong does not have much trouble with law and order," says Law Yuk-fai, director of Hong Kong Human Rights Monitor. "But when it comes to organised crime we still have a serious problem."

Mr Cheng's attackers have not been identified, but the incident bore the hallmarks of organised criminals. "It seems these people were experienced," says Mr Law. "They did just enough to badly injure and intimidate him, but not to kill." After slashing Mr Cheng's arms, legs and chest, they made off in a waiting car.

Apart from their wounded target, the attackers also left behind serious concerns as

to their motive. "Cheng's major job is as a commentator, so I have reason to suspect that this case is related to his job," says James To, a legislator from the Democratic party. "If that is so, this constitutes a challenge to freedom of expression as well as to the rule of law," declared the South China Morning Post in an editorial.

Freedom of expression is a sensitive issue in post-colonial Hong Kong. Fears that last year's return to Chinese sovereignty would lead to a muted media, as on the mainland, have so far proved largely unfounded. But the assault on such a high-profile commentator has rattled the territory. "Until we know whether the motive was related to his role as a commentator, no journalist or their family will feel able to relax," says the editor of one Chinese-language daily.

The assault fits into a grisly pattern. In May 1996, the editor of *Surprise Weekly* had his arm chopped off. Jimmy Lal, founder and owner of the mass market *Apple Daily*, has been a victim of assaults and has had Molotov cocktails lobbed into his home.

As with attacks on media celebrities, the kidnapping of tycoons has become something of a dark tradition in Hong Kong. In 1990, Teddy Wang, one of the territory's richest property tycoons, vanished despite the payment of a hefty ransom. Several other businessmen have been kidnapped, and many ransoms have been paid in the years after these incidents.

So there is some encouragement to be drawn from recent arrests, and the capture of Cheung

Tsz-keung, aka Big Boss, alias Big Spender. Among his alleged exploits are the abductions of two of the territory's top tycoons, Walter Kwok, chairman of Sun Hung Kai, the property developer, and Victor Li, elder son of Li Ka-shing, Hong Kong's most prominent businessman. Unlike Teddy Wang, both remain in business following ransom payments.

Yip Kai-fon, one of Cheung's associates, is similarly incarcerated. His gang detonated bombs

'As with attacks on media celebrities, the kidnapping of tycoons has become a dark tradition in Hong Kong'

outside Yip's Stanley prison as an apparent prelude to a daring plan to kidnap Anson Chan, Hong Kong's chief secretary.

Such schemes read like audacious plots from Hong Kong gangster films, but they prompt very real concerns, despite the recent arrests. Most obvious is the continued threat to law and order from the region's triad gangs. This threat has become more serious given the increased integration of Hong Kong, southern China and Macao, the Portuguese enclave that has witnessed an explosion of gang violence in the past few years.

With the political and economic integration of the

mainland and these southern regions, criminal ties have strengthened. Mr Cheung appears to have moved easily between Hong Kong and Guangdong, taking much of the reported HK\$1.6bn kidnapping ransom money with him.

Wan Kuk-kui, aka "Broken Tooth", Macao's crime lord, now detained in the Portuguese enclave, boasted of having an army of several thousand in Zhuhai. The 14K, one of the biggest triad gangs, is deeply rooted across the Pearl River region of southern China.

The threat of these networks is not lost on the authorities as they battle against corruption and struggle to develop a rule of law. As a sign of his concern, Beijing dispatched the vice-minister of public security to Guangdong to help mastermind Mr Cheung's arrest.

Cross-border co-operation between Hong Kong and China has been increased, partly to fight the triads. Mainland officials have been seeking to maximise the propaganda from their capture of the Big Boss, presenting his fate as a cautionary tale. In a highly unusual broadcast, a contrite Cheung appeared on television in Guangdong. "You take the credit, I have lost," the gang leader told the regional police. Other scenes showed satisfied officials explaining their capture of Hong Kong's most wanted man. But complacency would be misplaced.

There are many more Cheungs seeking to make names for themselves, and the economic downturn provides fertile ground for their exploits. Business leaders are still on their guard against kidnapers, and the territory is on edge about Mr Cheng's assault. Neither of these concerns is a storm in a teacup.

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INSIDE TRACK



TRAVEL UPDATE

Budapest to clamp down on 'hyena' cabbies

The end is nigh for Budapest's rogue taxi drivers, writes Kester Eddy. With their headline-grabbing \$50 fares for a \$3 cab ride, the hyenas – as they are known in the vernacular – have helped give Budapest the kind of wild east profile it could do without.

So the city authorities have introduced strict maximum rates of Ft250 (70p) per kilometre (Ft280 per kilometre at night) – with draconian penalties for overcharging. Cabbies will have their licence suspended for between three months and five years, depending on the offence.

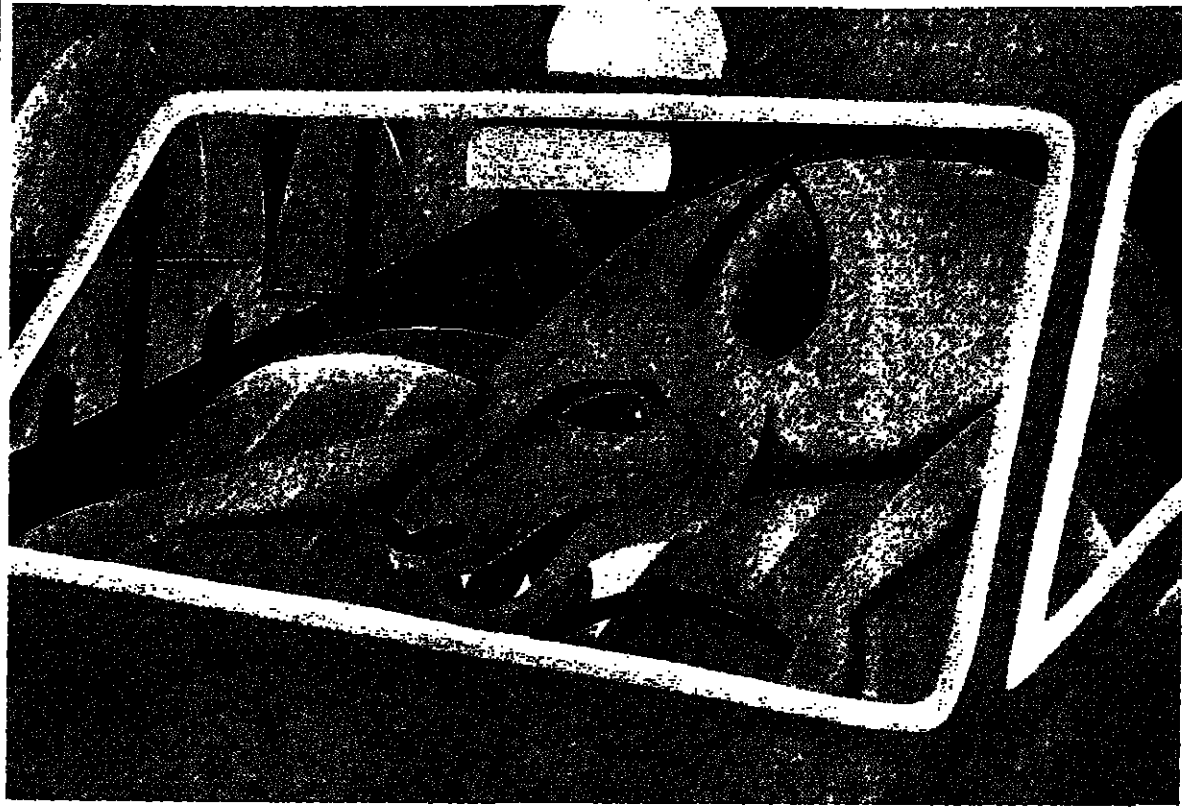
Some in the trade have still to be convinced, however. Ftaxis (pronounced furtaxi) is one of the reputable companies which charges nearly half the new permissible maximum. "Hyenas don't change their spots that easily," said a Ftaxis driver. "Only time will tell if it works."

Cape Town lures Virgin and BA

Those bitter rivals Virgin Atlantic and British Airways will be sparring again next week, this time over the right to operate an extra, non-stop service to Cape Town. Following recent talks between the UK and South African governments, one additional round trip a week is up for grabs. BA flies non-stop five times a week, while Virgin flies to Johannesburg and offers connections to Cape Town with its local code-share partner, Sun Air. The issue will be thrashed out at a public hearing called by the Civil Aviation Authority.

Japan Sheraton

The Sheraton chain will open a 398-room hotel on Yokohama Bay in Japan this month. The 28-storey



property is next to the railway station and about 30 minutes from the airport. It promises meeting rooms, restaurants serving Japanese and Chinese food and a top-floor bar lounge with views of the city.

Love Air heads for N France

Stansted-based Love Air launches scheduled flights next Monday between the UK and northern France under a franchise agreement with Regional Airlines of Nantes. It will operate twice a day, Monday to Friday, to Caen from Southampton and Rouen from Birmingham, and to Le Havre from both airports. Flights will connect with the French carrier's extensive network, which links 20 French cities and 18 European capitals.

Meetings in a cold climate

The London-based

Corporate Ski Company has launched its first brochure aimed at persuading firms to hold meetings in the mountains. It says there are several European locations – such as Evian in France and Interlaken in Switzerland – which offer convenient transport connections and top-class conference facilities less than an hour from the slopes. The firm will also organise company

hospitality and incentive events and trips in places such as Lapland, where it offers snowmobile safaris and husky driving.

Ritz-Carlton to open in Dubai

With a spectacular wooden "Moorish-Renaissance style" ceiling in its lobby, a 1,000ft landscaped beach and a

"swim-up bar" reached through an artificial waterfall, Dubai's new Ritz-Carlton hotel will open for business on September 24. The 138-room property is on Jumeirah Beach, close to the Emirates Golf Club. It is 35km from the airport and 25km from the business and financial districts. The hotel will offer an introductory rate for a standard room, with a sea view, of \$225 (£135), plus an eye-popping 26 per cent tax.

EasyJet Madrid

Low-cost UK carrier EasyJet launches scheduled services between London's Luton airport and Madrid on Thursday. Regular fares are expected to start at £49 one way, including tax, or £108 return. Next week the airline will start flying to Belfast. It also aims to be operating to Zurich for the ski season and to Malaga, in southern Spain, from early next year.

Roger Bray

Likely weather in the leading business centres

	Mon	Tue	Wed	Thur	Fri
Tokyo	27	27	27	28	28
Hong Kong	31	31	31	31	30
London	22	22	22	21	21
Frankfurt	23	23	23	22	19
New York	22	22	22	21	21
Los Angeles	28	28	28	25	25
Melbourne	25	25	25	24	24
Paris	23	23	23	24	21
Zurich	22	22	22	21	19

Information supplied by M. Weather Centre

Maximum temperatures in Celsius

BUSINESS TRAVEL DUSSELDORF

Pen-pushers' city gets new signature

Improvements in road, rail and air links have given this elegant Ruhr city a more upwardly mobile profile, says Roger Bray

Düsseldorf's profile is changing. It was once known as *der Schreibtisch des Ruhrgebietes* – the Ruhr's desk – because the region's heavy industries based their pen-pushers there. To some extent it still plays that role, although local business people hate the nickname.

The Königsallee, with its greenery and fountains, designer shops and office complexes, always gave it an elegant heart. But its beat is now more strongly that of the communications business than of steel and mining.

One element in the change was the recent opening of a road tunnel beneath the eastern bank of the Rhine. This has allowed the Altstadt, a busy pedestrianised area with so many pubs it has been called the world's longest bar, to be extended to the riverside, where traffic has given way to walkways and cafes.

Another element is the phoenix-like rise of Düsseldorf's main airport. The city's airport management took advantage of a devastating fire in 1996 to plan a new, extended terminal complex, scheduled for completion in 2003. The airport is the first in Germany to be partially privatised. Last year a stake was sold to a consortium comprising the engineering company Hochtief and Ireland's Aer Rianta.

From October next year, a new station on the Duisburg-Düsseldorf line will be linked to the main German rail network with a monorail to shuttle passengers to and from the air terminal. Total cost of the redevelopment, including a check-in hall at the trackside, is DM350m (£117m). The journey time to Dortmund will be cut from 78 minutes to 45 minutes and to Hanover from 3 hours to 2 hours 25

minutes. The airport's management is also planning direct flights by Lufthansa, the German charter airline, to Tokyo's Narita airport. It has applied for a runway extension which would allow non-stop operations with full payloads in all weathers.

Many Japanese companies have set up shop in Düsseldorf, which has historic trading links with the east. The city's 8,000-strong Japanese population is one of Europe's largest.

The airport company also

has a majority stake in Düsseldorf-Express airport at Mönchengladbach, 30km to the south-west, and is encouraging operators of smaller aircraft, such as VLM, which flies to and from London City Airport, to go there.

To the south of Düsseldorf's centre, the former port area on the Rhine is being transformed into a suburb for the upwardly mobile. New buildings have been designed by international architects while others have been preserved, including a grain silo earmarked for a hotel and a brewery malt house destined to incorporate a restaurant.

Out and about in Düsseldorf

Restaurants: Choose between the sophisticated, such as Im Schiffchen at Kalserswerth, with three Michelin stars, and those in the revived docks, including An'ne Bell on Rotterdammer Strasse (one Michelin star, about DM130 a head with wine); the highly regarded Robert's Bistro DM70 with wine; and Carl Maassen's Hafenrestaurant, (DM100 with wine – cheaper menu downstairs).

The brewery restaurants of the Altstadt, such as Im Goldenen Kessel, serve excellent regional dishes, accompanied by the dark "Alt" beer, for no more than about DM35 a head. Most take credit cards – but check first.

Hotels: The elegant Breidenbacher Hof (Heinrich Heine Allee – 0049 211 130 30), close to Königsallee and Altstadt, once opened its doors to Robert and Clara Schumann. Valet parking available underneath department store opposite. Single room rates from DM330-DM480, including breakfast, service and VAT. In same price bracket: Steigenberger Parkotel, Nikko, Hilton and Villa Viktoria. Medium-range

options: Radisson SAS and Dorint.

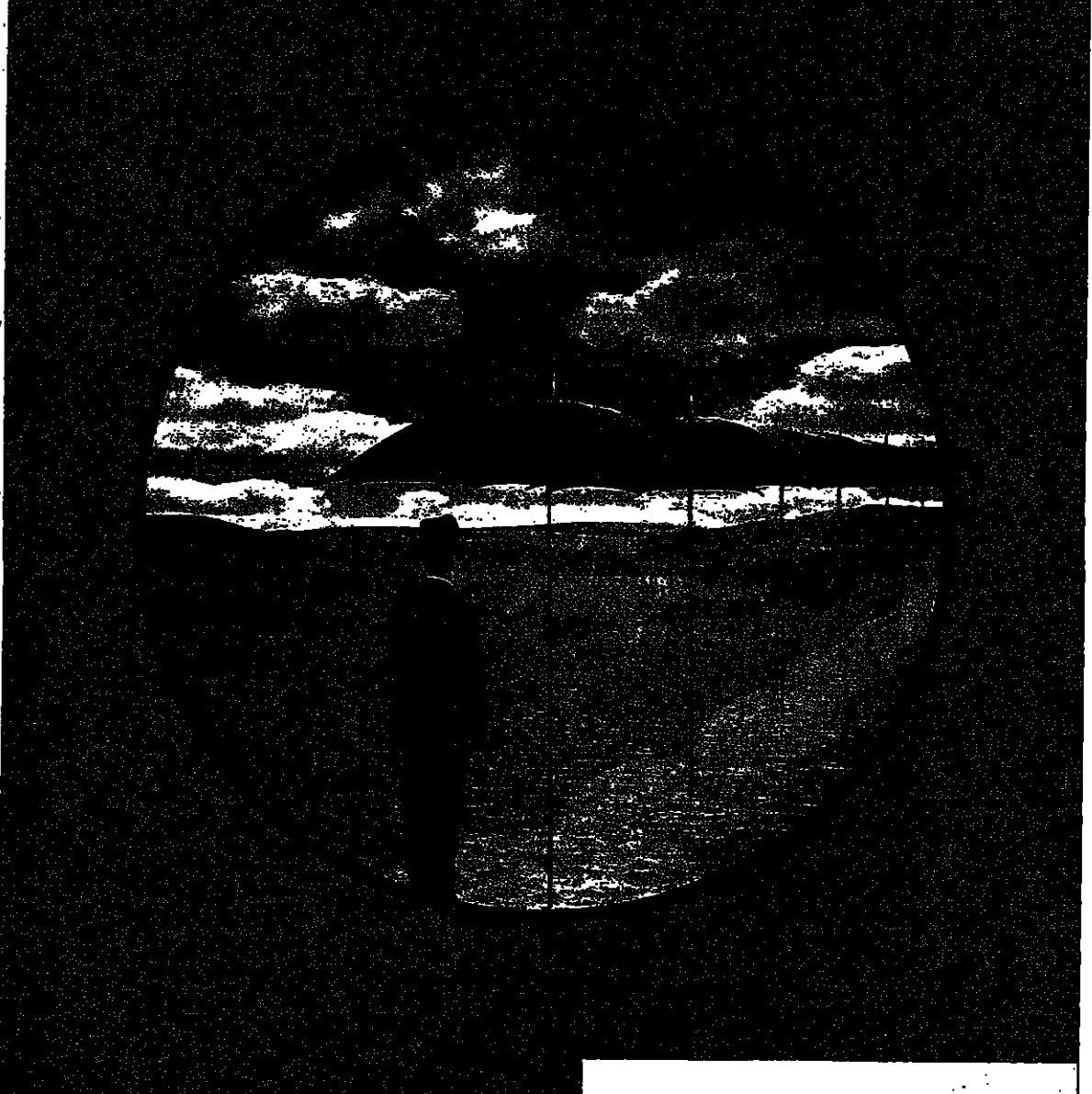
Transport: Taxi to main airport costs about DM20. But watch out if you're going to Düsseldorf-Express – a Mönchengladbach driver will charge about DM55, but a Düsseldorf driver will charge about DM75 for the same service.

Conferences: The Congress Centre (0049 211 4560), next to the exhibition complex north of city centre, has 30 plenary and break-out rooms with individual seating capacity of up to 2,444. Contact Office for City Promotion and Economic Development (899 55 00) for guide to event venues.

Time off: The Kunstsammlung Nordrhein-Westfalen is a superb modern art gallery, particularly strong on Paul Klee, but with fine works by Matisse, Picasso, Chagall and others.

Visit the Kunstmuseum for its art nouveau glass collection, and the Stadtmuseum for a fascinating glimpse into Düsseldorf's history.

Helps if you can read German. Most museums close Monday.



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BUSINESS AT OXFORD

1 - 6 November 1998; 25 - 30 April 1999

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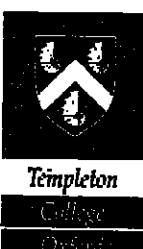
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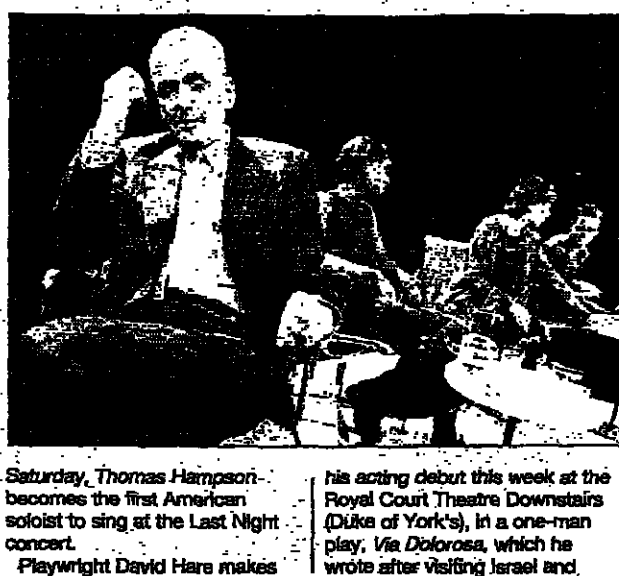
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THE ARTS

OPENINGS



LONDON
At the Peacock Theatre fans of hip-hop will find the season of *Cool Heat Urban Beat* (left) repeats with jazz dance, rap, and every kind of physical extravagance. The season opens tomorrow and continues for three weeks.



NEW YORK
New York City Opera opens its new season at State Theater on Thursday with *Tosca*, followed by Handel's *Partenope* on Friday. Both were staged during the summer at Glimmerglass Opera, the upstate New York company which has a production-sharing arrangement with City Opera.

SEATTLE
Benaroya Hall, the new home of the Seattle Symphony Orchestra, will be inaugurated on Friday at the start of a nine-day programme of festivities. The \$118m hall, situated in a prominent downtown location, has a 2,500-seat main auditorium and a 540-seat recital hall.

CARDIFF
Daniel Harding (above), the 22-year old conductor who was the toast of the Aik festival this summer, makes his UK operatic debut on Saturday in Welsh National Opera's new production of *Jenůfka*. Kalle Mitchell directs, and the cast is headed by Rosalind Sutherland and Suzanne Murphy.

Akira Kurosawa, who died yesterday aged 88, almost singlehandedly made eastern cinema accessible to the west. Physically tall, even towering, he was also a giant of the movies.



Eye-opener: Kurosawa brought the brusque, linear, near-ideogrammatic immediacy of Japanese visual art to screen imagery

OBITUARY AKIRA KUROSAWA

A giant of the movies

Nigel Andrews salutes a filmmaker who introduced Japanese cinema to the west

tics teacher, Kurosawa was born in Tokyo on March 23, 1910. The tensions between his background and boyhood leanings might be said to have shaped, or prefigured, his later dual-talent artistic career. A family descended from an old samurai clan and a childhood training in Kendo were the perfect pedigree for an action director. His own preference for reading - especially Shakespeare, Tolstoy and Dostoevsky - sharpened his interest in giving surface drama a strong psychological underpinning.

Fascinated by all branches of the arts, he flirted with painting before becoming an assistant film director in 1936. His younger brother Heiji, a silent-film narrator, fed his interest in cinema by giving him free passes to Japanese and foreign movies. He wrote and directed his own first film *Sugata Sanshiro* (Judo Saga in the west) in 1943.

The Kurosawa style, bringing the brusque, linear, near-ideogrammatic immediacy of Japanese visual art to screen imagery, was fully formed 12 years later with the appearance of *The Seven Samurai*. Even before that, with films such as *Those Who Tread On Tigers' Tails*, *Stray Dog*, *Rashomon* and *The Idiot*, he had mapped a fascination with the emerging interrelation between inner and outer reality: between emotion and gesture, mood and landscape, social or historical crisis and large-scale action choreography.

His vision was at once universal and fiercely idiomatic. It seems no accident that his favourite star, who became an icon of his cinema, was Toshiro Mifune. The actor brought a military combination of discipline and panache to his action heroes. He pushed his performances to the brink of hyperbole just as Kurosawa pushed his action ballets, while remaining in physical and artistic command of device of having a sympathetic American outsider (Richard Gere) wander through a sea of present-day Japanese opinions.

He had an omnivorous eclecticism with all the virtues of post-modernism

Though he roamed into other arts or cultures for inspiration, he seldom roamed into them for work. His Russian co-venture *Derzu Uzala*, set in the Siberian wilderness, had a sombre dignity in its examination of the kinship between an explorer and his hunter-guide. But his Hollywood assignment, the war film *Tora! Tora! Tora!* about the Japanese attack on Pearl Harbor, was a disaster. He left - or was fired - after a disagreement over work methods, which in Kurosawa's case included forcing actors to salute their fictional superiors even off-

every gesture. Opinion divides over whether Kurosawa's more introspective films have the conviction of his action or historical dramas. When reined back, his virtue intelligence could turn towards sentimentality.

Ikiru (Living), made in 1952, won admirers for its intense portrait of a dying, disenchanted businessman seeking a last act of redemption. But his final film, *Madadayo*, a muted mood-piece about an aging university teacher, was a failure. And the earlier *Rhapsody in August* confronted the traumatic memory of Hiroshima by means of the dubious

EDINBURGH OPERA

Prague spring in a Scots summer

With no fewer than three new productions of *The Bartered Bride* to choose from over the next nine months, admirers of Smetana in the UK are not exactly being short-changed. But as Brian McMaster, Edinburgh's festival director, well knows, there's more to Smetana than *The Bartered Bride* - or the symphonic cycle *Ma Vlast*, a Czech Philharmonic performance of which brought the festival to an end on Saturday.

The final week included not just an exploration of Smetana's chamber music, but two little-known operas, *Dalibor* and *Libuse*. Exploring such works is what a festival should be for, and McMaster clearly wants the widest possible audience to share his enthusiasms. By engaging Scottish Opera for *Dalibor*, he has encouraged a UK company to take into its repertoire a work which it would not dare to produce alone; and the BBC Scottish Symphony Orchestra's involvement in *Libuse* means Smetana's paean to the Czech nation will be broadcast on BBC Radio.

The value of the Edinburgh performances lay in testing the impact of these works outside the framework of nationalist pride and tradition with which they are indelibly associated. *Dalibor*, which the Prague National Theatre introduced to Edinburgh on its ground-breaking visit in 1964, came across surprisingly well at the Festival Theatre on Thursday.

David Pountney's spare, abstract staging gave pride of place to Smetana's stirring and often moving music, which Richard Armstrong conducted with Bohemian flair. Apart from Scottish Opera's revitalised chorus, the singing was unexceptional, but the cast - Czech and non-Czech - was gratifyingly homogeneous. Despite all their valiant efforts, it quickly became clear why *Dalibor* failed to make headway during Smetana's lifetime, and why it remains so little performed today. Its dramatic focus is too narrow to allow much depth of interpretation, and the characters remain archetypes. The music may occasionally humanise them - Vladislav's Act 3 crisis of conscience is

heard him in the 1980s. The nasal timbre may be a matter of taste, but he has the stamina and the sensitivity, above all in an impressive dungeoned aria. He also proved he can act the part if put through his paces by an intelligent director.

By contrast, Kathleen Broderick's Milada was disappointing - soubretteish in tone and kittenish in manner. It would have made greater sense to cast Vivian Tierney as the heroine: her lovely Jitka unassumingly dominated the stage, singing with an edge in her voluminous upper range which brought Rusalka and Janáček's tragic heroines to mind.

In smaller roles, it was a particular pleasure to hear the authentic Czech style of vocal acting from Jiri Kalendovsky's gaoler, while Matthew Best's Vladislav conveyed the dilemmas of a weak-willed ruler. For the idiomatic contributions of orchestra and chorus we can thank Armstrong, whose fine ear for the rise and fall of the opera's emotional temperature was crucial to the production's success.

It was harder to judge the temperature of *Libuse* the following evening. A celebration of the mythical heroine who founded the Czech dynasty, the opera is rarely performed even in Prague, where its stately character and nationalist sentiments beset ceremonial occasions. Until the velvet revolution, audiences often stood during the final scene, when *Libuse* prophesies that the Czech people will never perish. The ecstatic reception given to Friday's performance suggests the work can make an impact even when divorced from home territory and a stage setting. But it did not change my view that Smetana's score has a made-to-measure quality which never quite rises to the occasion. Settling aside the solemn brass fanfares, *Libuse*'s pastoral idyll and *Libuse*'s majestic apothecosis, we are left with a succession of run-of-the-mill tableaux, always promising more than they deliver.

The Edinburgh Festival Chorus (chorusmaster David Jones) did its best to convince us otherwise, and despite a loud and over-enthusiastic orchestra, Oliver von Dohnányi conducted with a sure sense of the music's shape and sweep. The Czech and Slovak cast was not uniformly convincing, but Eva Urbanová's *Libuse* made a radiant centrepiece.

Andrew Clark

INTERNATIONAL Arts Guide

AMSTERDAM

CONCERT
Concertgebouw
Tel: 31-20-575 4411
Los Angeles Philharmonic: conducted by Esa-Pekka Salonen in works by Adams, Mahler and Sibelius. With mezzo-soprano Lorraine Hunt; Sep 8

OPERA
Netherlands Opera, Het Muziektheater
Tel: 31-20-551 8911
Götterdämmerung: by Wagner. New staging by Pierre Audi, conducted by Hartmut Haenchen; Sep 8, 12

BADEN-BADEN
CONCERT
Festspielhaus
Chicago Symphony Orchestra: conducted by Daniel Barenboim in works by Schoenberg and Mahler; Sep 9

BEIJING
OPERA

The Forbidden City
www.turandot-on-site.com
Turandot: by Puccini. Conducted by Zubin Mehta in a staging by Zhang Yimou. With the Maggio Musicale Fiorentino; Sep 7, 8, 9, 10, 11, 12, 13

BIRMINGHAM
CONCERT
Symphony Hall
Tel: 44-121-212 3333
Czech Philharmonic: in a programme of works by Janáček, Beethoven and Dvorák; Sep 9

BRUSSELS
CONCERTS
Palais des Beaux Arts
● Chicago Symphony Orchestra: conducted by Daniel Barenboim in works by Berg and Mahler; Sep 7
● Chicago Symphony Orchestra: conducted by Daniel Barenboim in works by Wagner, Schoenberg and Tchaikovsky; Sep 8

COLOGNE
CONCERT
Philharmonie
Los Angeles Philharmonic: conducted by Esa-Pekka Salonen in works by Sibelius, Salonen and Stravinsky; Sep 10

FORT WORTH
EXHIBITION
Kimbell Art Museum
Tel: 1-817-3328451
www.kimbellart.org
Modernism - The Art of Design

1880-1940: wideranging display of works from the Norwest collection. Ranges from the British Arts and Crafts movement and Art Nouveau through the Bauhaus and Art Deco to the 1920s and 1930s; to Sep 13

FRANKFURT
CONCERTS
Alte Oper
Tel: 49-69-134 0400
● Los Angeles Philharmonic: conducted by Esa-Pekka Salonen in works by Salonen and Bruckner; Sep 12
● Radio Symphony Orchestra Frankfurt: conducted by Leonard Slatkin in works by Enescu, Barber and Schumann. With soprano Linda Hohenfeld; Sep 10, 11

OPERA
Oper Frankfurt
Tel: 49-69-21237 999
www.frankfurt-business.de/oper
● La Traviata: by Offenbach. Conducted by Catherine Rückwardt in a staging by Peter Eschberg, with designs by Peter Pabst; Sep 12
● La Traviata: by Verdi. In a staging by Axel Corti; Sep 11, 13

LONDON
CONCERTS
BBC Proms, Royal Albert Hall
Tel: 44-171-589 8212
● BBC National Orchestra of Wales: conducted by Mark Elder in works by Stravinsky, Szymanowski, Debussy and Holst. With the BBC National Chorus of Wales and soprano

Valkine Anderson; Sep 10
● Bournemouth Symphony Orchestra: conducted by Yakov Kreizberg in works by Glinka, Madadaya, a muted mood-piece about an aging university teacher, was a failure. And the earlier *Rhapsody in August* confronted the traumatic memory of Hiroshima by means of the dubious

CHICAGO
Chicago Symphony Orchestra: Daniel Barenboim conducts works by Strauss, Berg and Tchaikovsky; Sep 11
● Leipzig Gewandhaus Orchestra: in works by Honegger and Bruckner. The conductor is Herbert Blomstedt; Sep 8

MADRID
EXHIBITION
Fundació la Caixa
Tel: 34-1-435 4833
Lucio Fontana (1899-1968): Retrospective of the Italian pioneer of conceptual and multimedia art; to Sep 13

MUNICH
CONCERTS
Philharmonie Gasteig
Tel: 49-89-5481 8181
Munich Philharmonic Orchestra: conducted by Rafael Frühbeck de Burgos in a programme including works by Manuel de Falla, Rimski-Korsakov and Ravel; to Sep 10, 11

NEW YORK
EXHIBITION
Guggenheim Museum
Tel: 1-212-423 3500
www.guggenheim.org
Vilhelm Hammershøi (1864-1916): Danish Painter of Solitude and Light. Retrospective seen in Copenhagen and Paris last year, comprising 80 works by this relatively unknown contemporary of Munch; to Sep 7

OPERA
New York City Opera, New

York State Theater
Tel: 1-212-870 5570
www.nycoopera.com
● Partenope: by Handel. Directed by Francisco Negrin and conducted by George Manahan. Lisa Saffer sings the title role; Sep 11
● Tosca: by Puccini. A new production by Mark Lamos, opening the Opera's 1998-1999 season. George Manahan conducts and the cast includes Isabelle Kabatu, Antonio Nagare and Mark Delavan; produced in association with Glimmerglass Opera; Sep 10, 13

SAN FRANCISCO
EXHIBITION
San Francisco Museum of Modern Art
www.sfmoma.org
Alexander Calder (1898-1976): around 250 works, among them some of the best examples of Calder's formally innovative sculpture. Alongside the mobiles and stabiles are selected paintings and jewellery; to Dec 1

TOKYO
CONCERTS
Suntory Hall
Tel: 81-3-3584 9999
● NHK Symphony Orchestra: conducted by Chung Myung-whun in works by Messiaen, Schoenberg and Tchaikovsky. With violin soloist Maxim Vengerov; Sep 10
● Yomiuri Nippon Symphony Orchestra: conducted by Gilbert Varga in works by Ravel, Bartok and Tchaikovsky; Sep 11

TV AND RADIO
● **WORLD SERVICE**
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)
● **CNN International**
Monday to Friday, GMT:
06:30: Moneyline with Lou Dobbs
13:30: Business Asia
18:30: World Business Today
22:00: World Business Today Update
At 08:20 Tanya Beckett of FTV reports live from LFFE as the London market opens.

EXHIBITION
Metropolitan Museum of Art
Tel: 1-212-532 0031
Eugene Atget Retrospective: An Intimate View of Paris at the Turn of the Century. Around 200 works by the documentary photographer; to Nov 4

TURIN
CONCERT
Lingotto Fiere
Los Angeles Philharmonic: conducted by Esa-Pekka Salonen in works by Schoenberg and Bruckner; Sep 7

...the new signature...

FINANCIAL TIMES

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Monday September 7 1998

Mr Greenspan's warning

Alan Greenspan, chairman of the Federal Reserve, keeps his cards close to his chest. But his observation in a speech last Friday that the US cannot "remain an oasis of prosperity unaffected by a world that is experiencing greatly increased stress" sounded a salutary warning. It is obvious that the US cannot escape the crisis in world financial markets unscathed. The significance of Mr Greenspan's words is the shift they signal in the Fed's thinking.

This is welcome. In July, Mr Greenspan told Congress that domestically generated inflation was a greater threat to the economy than the fallout from Asia's troubles. But the world has changed since then. Asia's financial turmoil has precipitated a crisis in emerging markets. Russia has collapsed. But the greatest threat to the US economy is contagion in Latin America. The US's southern neighbours buy 40 per cent of US exports, and receive a significant chunk of US lending.

Emerging markets are not the only threat. Canada, the destination for 20 per cent of US exports, has been buffeted by falling commodity prices; Japan, the US's second biggest trading partner, remains mired in recession. Mr Greenspan made clear in his speech that the Fed is moving from its bias towards higher interest rates to a more neutral stance. A cut in interest rates is unlikely when the Fed meets later this month. Despite continuing low inflation, the cautious Mr Greenspan remains concerned about the effects of very low unemployment and robust wage growth. Moreover, he went out of his way on Friday to rule out a shift in the Fed's monetary stance in response to a stock market lurch.

He was right to do so. When Mr Greenspan warned in December 1996 about "irrational exuberance" in the equities market, the Dow Jones Industrial Average stood at \$4,000. It closed on Friday at 7,640 - despite a sharp fall from its July peak. On Friday, he once more warned that optimistic corporate earnings forecasts were "unlikely to materialise".

If markets were to stabilise before the onset of a true bear market, this would be seen as a welcome correction. Investors must be under no illusion: markets go down as well as up and it is not the job of the central bank to react to every turn. Mr Greenspan held fire on the way up. He will be reluctant to bail them out now. His task is a more difficult one: to assess the effect on the real economy. With US savings so low, and consumption sustained in good part by stock market gains, a continuing slump on Wall Street will slow growth as well as inflation. If this proves to be a correction, the Fed's task will become easier. But Mr Greenspan's speech shows he is thinking of darker possibilities which would require prompt and decisive action.

Against new trade barriers. It cannot, for instance, stop developing countries raising many tariffs sharply. But the biggest current threat is of an increase in anti-dumping actions. Although permitted by the WTO, these are often arbitrary and prone to abuse. If the US and EU, traditionally anti-dumping's main exponents, began deploying it to choke off cheap imports, they would not only jeopardise poorer countries' recoveries; they could trigger a ruinous spiral of international retaliation.

That need not happen. As Renato Ruggiero, the WTO's head, argues, the surest way to keep global markets open is to press ahead with further liberalisation. By fortunate coincidence, the WTO is committed to negotiations in the next two years on freeing trade in agriculture and services. This may develop into a full-scale trade round.

Several years might be needed to reach agreements, and longer still for their economic benefits to be felt. But simply launching negotiations could underpin the political commitment to free trade, because governments are less likely to succumb to protectionism while focusing on liberalisation. Meanwhile, the challenge for all of them especially in rich countries is to continue to avoid trade measures which could turn global economic jitters into something much worse.

Trade dangers

As financial contagion threatens to spread across the world, increasing the temptation for governments to resort to national capital controls and market intervention, globalisation is fast becoming a bogeyman. If the turmoil persists, could free trade become its next victim? The probability, for the moment, seems low. But do not bet too heavily on it staying that way.

The absence so far of any revival of protectionist pressures is a rare bright spot in the world economy, particularly in the US, and to a lesser extent the European Union, the world's biggest markets. So far, they have tolerated sharp rises in imports from and falls in exports to troubled Asian economies.

Their benevolence owes much to still buoyant growth in the US, and recovery in Europe. Furthermore, Asia's higher export volumes have been masked by currency devaluations. But a sharp economic slowdown in the west would severely test its powers of self-restraint.

The danger of wholesale retreat into protectionism is reduced by the World Trade Organisation's much-strengthened authority to enforce its rules. Members have respected it, because not doing so could fatally weaken the multilateral system. None, fortunately, seems ready deliberately to risk that. But the system is not a complete safeguard

against new trade barriers. It cannot, for instance, stop developing countries raising many tariffs sharply. But the biggest current threat is of an increase in anti-dumping actions. Although permitted by the WTO, these are often arbitrary and prone to abuse. If the US and EU, traditionally anti-dumping's main exponents, began deploying it to choke off cheap imports, they would not only jeopardise poorer countries' recoveries; they could trigger a ruinous spiral of international retaliation.

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Korean threat

It is difficult to know whether to believe North Korea's assertion that it was launching a satellite test last week. Although its claim indicates a desire to mend fences, the deliberate aura of mystery surrounding the episode, and recent signs that it is reviving its own nuclear programme, show that Pyongyang is playing an exceptionally dangerous game.

Its timing was typically calculated for maximum effect. President Clinton has other things on his mind. Japan's weak government is grappling with an economic and banking crisis. Neither country has much energy to devote to North Korea. Yet they cannot ignore it without putting world peace in jeopardy.

The nuclear deal of 1994 has been at risk of unravelling for some time. North Korea then froze its nuclear programme in return for safe nuclear reactors, to be installed by a consortium led by the US, Japan and South Korea. The consortium also promised to supply North Korea with heavy fuel oil while the nuclear plant was installed, but the Clinton administration has been unable to raise from Congress the modest funds needed for the oil. As a result, North Korea can rightly claim that Washington has broken its word on an international agreement. Even so, Pyongyang's recent behaviour is a crude attempt to

blackmail the outside world into giving it more money.

The US and its allies now confront the dreadful possibility that public opposition in Japan and the US to the nuclear deal may finally kill it. North Korea would then develop its own nuclear and missile technology, threatening South Korea and perhaps raising hard currency by selling nuclear weapons.

There is no way of avoiding this outcome without making some concessions to Pyongyang. The task is to ensure that North Korea gives enough in return to get the 1994 deal back on track. Retribution is not an option. Given the volatility in the region, the US cannot strike back as it did in Sudan and Afghanistan.

Two elements would help. One is a greater involvement of other countries, notably those of the European Union and China, in finding a way out of the impasse and preventing Pyongyang from launching more missiles.

The other is insistence on the principle that any extra money which North Korea receives must come with conditions designed gently to open up and stabilise its economy, thereby reducing the source of some of the tension.

A deal which offered that as well as a verifiable commitment to abandon fresh nuclear ventures might be saleable. This is a problem which the world ignores at its peril.

"As things stand in September 1998, the possibility of a serious military eruption or shock in Asia cannot be discounted."

A year ago such a statement, from Jean-Pierre Lehmann, professor of international economy at the Swiss Asia Foundation in Lausanne, would have been greeted with derision. Even now, Prof Lehmann points out that he is not actually forecasting war in Asia as a result of the region's intractable and deep recession. He claims only that the probability has increased.

But the fact that he and other Asian experts are now prepared to countenance the possibility is a disturbing reminder of how the dimensions of the Asian crisis are changing. From being a purely financial matter, it is now eating into the region's social and political fabric in ways that may make the basic economic problem harder to solve.

Prof Lehmann is not alone. So deep have the problems become that the main question is now one of political risk, says Hung Tran, the Vietnamese-born chief economist of Rabobank International and a banker with wide experience of Asia. "The analysis is no longer financial."

Behind the gloom is the realisation that the sheer scale of the economic downturn makes lasting social and political consequences inevitable. In Thailand, the middle classes - with their high expectations manifest in newly acquired golfing skills and chattering mobile phones - are being wiped out by the recession. Others countries, such as Indonesia and the Philippines, face an excruciating increase in poverty, which adds to the risk of social disorder.

The raw figures are stark. Indonesia's economy is expected to contract by more than 15 per cent this year, Thailand's by 7 or 8 per cent, and South Korea's by about 5 per cent. Malaysia and Hong Kong have both reported sharply negative growth in the first half.

Even the most stable political regimes would have difficulty coping with such unprecedented and protracted collapse. But in Asia, where democratic traditions are weak and the legitimacy of governments is often connected to their ability to deliver affluence, the pressures are particularly high.

The crisis has already seen the violent removal of President Suharto in Indonesia. Last week it was Malaysia's turn for political turmoil, with the dismissal of Anwar Ibrahim, deputy prime minister and finance minister. Even in China, the position of Zhu Rongji, the prime minister, is "fragile" as he gambles on his ability to maintain growth and pursue economic reform, says Prof Lehmann.

Hong Kong's leaders must be worrying about their own political authority as they struggle to maintain the territory's currency peg. Were it to go, leading figures, including Donald Tsang, financial secretary, and Joseph Yau, Hong Kong Monetary Authority chief, would have to resign. It is far from clear what sort of people China would choose to replace them.

Political analysts say it is still very difficult to predict exactly how the new social and political pressures will spill over in individual countries. But many now argue that the risk of backlash



against the west, of internal crisis, or even, as Prof Lehmann suggests, conflict between nations has increased markedly across the region.

Malaysia's decision last week to impose strict exchange controls and peg its currency at M\$3.80 to the dollar marks a pointed rejection of the western approach to dealing with the economic crisis. Followed as it was by the dismissal of Mr Ibrahim, the move revealed the extent of

'Government has a huge problem. The instinct in a lot of countries is going to be repressive'

strains within Malaysia's political system as the crisis deepened.

Until now there has been a surprising lack of hostility towards the west. Many Asians have been more inclined to blame their own governments for the disaster that has befallen them. Particularly in Indonesia, the International Monetary Fund played to the emotions of the people as it insisted on the unwinding of cronyism and the removal of privileges from Mr Suharto's hated family and friends.

Many countries have become more open to foreign investment than before. The type of public patriotic clamour that in July forced Microsoft to withdraw plans to take a stake in Hangul &

Computer, the Korean language software company, has been relatively rare, even in a country as notoriously suspicious of foreigners as South Korea.

Similarly, most Asian governments have distanced themselves from the robust denunciation of western markets by Mahathir Mohamad, Malaysia's prime minister. But Malaysia's exchange controls, coupled with Hong Kong's intervention in its equity market, marks a retreat by increasingly desperate governments from free markets which bankers believe, could find takers.

"Other countries will start to see the cost-benefit of being integrated with world markets in a different light," says Mr Tran. "In the next six to 12 months people will try that option."

Mr Tran is not optimistic about the ability of governments to make the institutional changes necessary to repair their economies and restore growth. As deflationary forces spread, the recession will deepen, he says. "That will call into question the legitimacy of governments and raise the issue of whether or not the pain is being shared."

The threat of disorder is not confined to Indonesia. Already there have been violent scuffles outside the presidential palace in Manila as voters, who elected their new president Joseph Estrada on an anti-poverty ticket, vent their frustration at his failure to take care of their needs.

"Ethnic and social tensions in general will be on the rise. It's inevitable," says Bruce Gale of the Political and Economic Risk

Consultancy in Singapore. The impact will vary from country to country, though, as will the response of governments.

Asia's elite is likely to disappear and be replaced by another, says Mr Gale, as old-guard politicians are forced to withdraw and the businessmen who supported them lose their money and their clout. Governments have changed in Thailand and South Korea as a result of elections, upsetting the old

'You are talking about haystacks which could go up in flames at any time'

network of relationships between government and business.

Quite how this will play out in the political structures is another matter. Analysts argue that South Korea and Taiwan, where democracy is most deeply entrenched, stand a better chance of handling the strain. Thailand, also a democracy, is bound by the national sense of reverence for its monarchy, which is likely to remain as long as its king survives.

In Indonesia, the initial political consequence of the crisis has been one of liberation after years of dictatorship. "The middle class is discovering a new sense of empowerment that they didn't enjoy for the past 40 years," says

Tommy Koh, executive director of the Asia-Europe foundation in Singapore.

But whether this benign phase will last is questionable. In Indonesia the transition from the Suharto regime is only half complete, and other countries are under pressure too. "Government has a huge problem. The instinct in a lot of these countries is going to be repressive," says Gavin Greenwood, analyst with Control Risks, a London-based firm.

From this perspective, Malaysia gave a taste of what could be to come. Not only has Dr Mahathir moved ruthlessly to remove Mr Ibrahim, his principal opponent, from government. There have also been other signs of a crackdown with the jailing of Lim Guan Eng, a prominent opposition figure, and the arrest of four people for spreading false rumours on the internet about demonstrations in the capital, Kuala Lumpur.

And it is in Malaysia, too, that worries about international tensions are surfacing as its relations with neighbouring Singapore sink to their lowest ebb in years, prompting an explosion of popular nationalist fervour on both sides of the Johore Strait. Nationalism and xenophobia are obvious responses to the crisis, says Mr Greenwood. "All the old points of friction, which were obscured by prosperity, have now been exposed."

Similarly worrying is China's protest to Indonesia about atrocities, including cases of gang rape, looting and arson against ethnic Chinese during the riots there in May. China took a long time to respond, but it did so after an intensive - and sometimes graphic - campaign on the internet.

Experienced Asian diplomats such as Singapore's Mr Koh believe that governments should be able to contain these pressures. Some even argue that nationalism provides a useful safety valve that can help stabilise the internal political situation. But a growing worry is that as the legitimacy of governments is threatened by their inability to overcome the recession they will resort more freely to nationalism and find it harder to control the forces they unleash.

Moreover, pressure is also coming from unexpected quarters. North Korea's latest missile test came without warning and requires a particularly cool response, analysts say. But the shock comes at a time when governments have many other things on their minds. "You're talking about haystacks which could go up in flames at any time," says Prof Lehmann.

Again he is careful to point out that this nightmare is only one among several scenarios. The rosy version is that economic and financial adjustment programmes eventually pay off and pave the way for a resumption of sustainable growth. But this is receding in terms of likelihood, while the prospect of a retreat from civil society and greater international tension is increasing.

Even those who argue against exaggeration know there is a limit to Asia's tolerance of hardship. "Governments can't keep the lid on these pressures for ever," says Mr Koh. "There has to be a credible prospect that the economy will turn the corner. If not, how long can people be expected to keep making sacrifices?"

OBSERVER

The truth is out there

What is going on at Japan's Economic Planning Agency? The outfit once famous for its relentlessly upbeat descriptions of the economy - until this summer it refused to admit that activity might be slowing at all - has come over all pessimistic.

This week the EPA is due to declare that the outlook is now worse than "very severe". New minister in charge Taisi Sakaiya has spared no metaphor, saying that Japan is in a "dark valley", "on a bleak stage" and "in dangerous waters which need fearless navigation". To add insult to injury, he has also hinted that the EPA might have fiddled some of its past economic assessments.

Sakaiya himself must take credit for the outbreak of realism. The 63-year-old civil servant-turned-novelist was forced to leave the trade and industry ministry in the 1970s after writing a best-seller about social panic created by an oil crisis. Since then he's been a writer, establishment critic and general policy expert.

But not everyone in Tokyo is taking Sakaiya's comments at face value. Some reckon he's deliberately fuelling a sense of crisis to encourage the government to do more. Others say he's fostering a sense of gloom to ensure everyone will be

pleasantly surprised this autumn. Strange how few people believe the most encouraging theory of all: that Japan's government has finally realised the value of telling it straight.

Black watch

Conrad Black knows more about Napoleon than Josephine ever cared to. Now the media general has taken his military history fixation an expensive step further: Black is donating \$1.5m to help build barracks for the London-based International Institute for Strategic Studies.

The gift is a coup for IISS director John Chipman, who says he worked on Black for two years before clinching the deal last week. It may have helped that Chipman was a Canadian, like Black, before taking British citizenship - and that the institute has a strong North American membership.

The intriguing question is whether the IISS, which gained a reputation for impartiality and objectivity during the Cold War, will now accommodate Black's distinctive pro-Israeli and anti-European Union views? No, says the IISS. But its new library will bear Black's name.

Hello Herman

After 12 years running Utrecht-based Rabobank, Herman Wijffels is heading for The Hague. Next March he

becomes chairman of the Social and Economic Council (SER), a government advisory body comprising employers, unions and crown-appointed worthies. In the consensus-minded Netherlands, the job carries some cachet.

Tipped to succeed him is Hans Smits, who has just joined the Rabobank board after a bumpy ride at Schiphol airport; battles over noise restrictions got in the way of his aim to privatise the Amsterdam hub. Smits will want to make his mark on Rabobank, although many in the co-operative's rural heartland don't want much to change.

Under Wifjffels, though, Rabobank was anything but sleepy. Insurer Achmea is the latest addition to the group, giving Rabo a large slice of the worker disability and sickness cover the government is passing to the private sector.

Food for thought for Klaas de Vries, the new social affairs and employment minister. It's his chair at the SER which Wifjffels inherits.

Afterburn

Britain's Farnborough Airshow is one of the highlights of the global aerospace calendar. And it always generates enough hot air to power a squadron of fast jets. This year Lord Simpson, who runs the UK's GEC, reckons "every chief executive will be talking to every other chief

executive" about defence industry restructuring. The civil fly-boys are still gassing about Boeing losing out to Airbus over that British Airways order. Seattle's finest are pretty sore and no mistake. Boeing supporters are speculating in private that Airbus is stuffed with so much government subsidy that it can afford to charge next to nothing for its planes. The word from Toulouse, meanwhile, is that their price was actually higher than Boeing's, but the Airbus is so much cheaper to run that BA found it more economical anyway.

Rings a bell

As President Clinton wraps up his Irish escapade, you've got to feel for Joe Lockhart, the hapless White House press secretary designate who overslept last week and missed his Air Force One flight out of Moscow. Lockhart can count Irish rock stars U2 among his fans after word of the episode got out. But he couldn't help boasting on a flight from Dublin to Shannon that "the President didn't find out". Just then Clinton turned up in the back of the plane and presented him with a special gift: a green plastic alarm clock adorned by a leprechaun.

Financial Times

100 years ago

Locusts in Argentina
We ventured to point out last year that there was a possibility of the Argentine wheat crop being injured by locusts, and thereby excited much mirth in the minds of many astute observers who have gained an intimate knowledge of Argentine agricultural conditions from a close study of the streets and pavements of the City of London. These will doubtless be glad to learn that their estimates of Argentina's exportable surplus from that crop were about as nearly correct as usual. If our memory serves, they placed it at about 1,500,000 tons. Up to date Argentina has exported about 700,000 tons, and most authorities think little, if any, more will come out.

50 years ago

Disorders in Berlin
Berlin, Sept. 6. The four military governors of Germany met for the sixth time to-night after a day of disorders in which Communist demonstrators stormed the City Assembly, broke up its meeting, and drove the councillors from the Soviet to the British sector.

THE LEX COLUMN

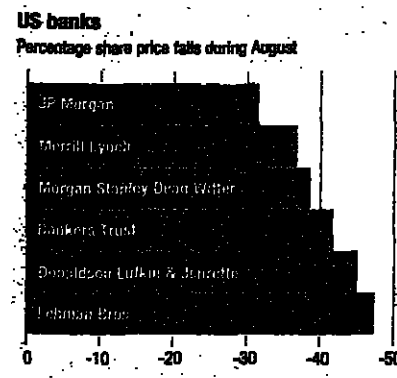
Red Sky, Rupert's delight

Better the Red Devils you know than, well, any other UK Premier League football club. The clubs are BSKYB's life blood, and none is as successful as Manchester United.

But a potential bid for Man United raises two questions. The first is competition. Man United would give BSKYB a lever in negotiating Premier League television rights. For now, its voice would be one in 20, not a veto. Neither could BSKYB force-feed Man United matches to viewers at the expense of other clubs, under Premier League rules. But what if the Premier League stops negotiating collectively? BSKYB, which dominates UK pay-TV, could use Man United as a draw to attract other top clubs into exclusive deals. This could hurt weaker clubs.

An undermined Premier League need not necessarily limit competition. With clubs free to strike their own deals, more rights could be auctioned and more media groups enter the fray. But a combination of Rupert Murdoch, football and media is controversial. An airing of the concerns through the MMC cannot be ruled out.

A separate question is why Man United feels the need to sell out now. Sure, BSKYB's formidable marketing machine should improve the club's international following and make a success of new channels. But Man United could agree new deals individually, sharing in the revenue. Furthermore, any bid premium now risks understating future benefits from a European Super League or pay-per-view.



Source: Dealogic/FT

success do not exist.

First, there is neither political consensus on abolishing monetary authority nor appreciation of the hardships that reform by automatic pilot will entail. If reform was unacceptable from within, it will be all the more so when imposed. And since the government will find it tough to borrow on alienated capital markets, there will be (probably irresistible) pressure on the central bank to override the currency board and print roubles anyway as social tensions mount.

The imaginative idea of depositing hard currency reserves with another central bank, such as Germany's, will only bolster the scheme's credibility if there is strict policing of money printing. The proposed forerunner of Russia's currency board - confiscation of foreign-held foreign reserves - does not seem plausible given the risk of international diplomatic fallout.

Russia

Victor Chernomyrdin's soap-box call for "economic dictatorship" bodes ill for Russian capitalism. With the rouble devalued by two-thirds, inflation is rampant. Since August's 15 per cent price rise implies annualised inflation of more than 400 per cent it is hardly surprising that the rouble cannot find its floor. Re-dollarisation of the economy is in full spate as the printing presses start whirring to bail out well-connected banks and pay off the government's wage arrears.

The aspiring prime minister's central confidence-restoring idea - a currency board that backs the domestic money supply with foreign exchange - is fine in principle. But the preconditions for its

Second, to set up a currency board when banks are neither restructured nor adequately regulated is folly. Not only will the central bank cease to be able to act as a lender of last resort to the banking system in a crisis, which means that the failure of one bank could topple the system; but tax collection - which fell well short of targets in August - will also continue to suffer from banking turmoil, putting government finances under further pressure. The proposed tax amnesty will not address this problem.

And third, the central bank does not have the reserves to set one up in the first place. Covering notes and coins, as well as

deposits at the central bank, would require some \$25-30bn. Since central bank reserves total only \$13bn, Russia must borrow \$10-15bn from the IMF/G7. Until and unless the first two conditions are met, the G7 would be crazy to put a cent into backing such a currency board.

Investment banking

Investment banks are being rocked by global financial turmoil. Share prices of big US houses have fallen between 30 per cent and 50 per cent since end-July. Multiple valuations have come tumbling down so that even Merrill Lynch, the most highly valued, is trading on only 13 times last year's earnings. Lehman Brothers manages a multiple of only eight.

Is this derailing overdone? Probably not, given that three separate factors are at work. One - the string of losses investment banks are revealing in Russia and other emerging markets - is the least important. In most cases, the hits are 1 per cent to 2 per cent of market capitalisation. More worryingly, the crisis has reminded investors that investment banking is risky. Earnings are not as good quality as, say, those of a typical industrial company. And the current turmoil has a twist to it: managing risk is doubly tricky when countries default and slap on capital controls. What might have seemed an effective hedging strategy can easily come unstuck.

The third depressing factor is that the bull market may be over. If so, the flows of business in M&A and underwriting may not regain the frenzied levels seen in the first half of this year for many a moon. Add to that the fact that future profit opportunities in proprietary trading and emerging markets will be slim. True, there will still be areas of growth - probably in Europe in preparation for the single currency, perhaps in Japan as a result of "big bang". But with investment banks staffed for peak levels of activity, there will not be enough business.

The upshot is likely to be retrenchment if not an outright bloodbath. Life will get particularly tough for investment banks stuck in the muddled middle. For the premier league, there could be a silver lining: less upward pressure on compensation now and less competition for business when good times return.

Liffe seeks ally to bolster position in derivatives

Deutsche Börse in talks aimed at expanding rival Eurex alliance

By Vincent Boland in London and Graham Bowley in Frankfurt

The battle for supremacy in the European derivatives industry has intensified with Europe's two leading rival exchanges revealing they are seeking further alliances to strengthen their positions.

The London International Financial Futures and Options Exchange (Liffe) is in talks with the London Clearing House, which settles contracts traded on the City's derivatives and commodities markets, on forming a closer relationship that could include a merger.

Separately, Deutsche Börse, Germany's stock exchange, said it was in talks with other European exchanges to expand its Eurex alliance, which links the Frankfurt and Swiss derivatives markets, in a bid to overtake Liffe as Europe's most important market for derivatives products.

The Italian stock exchange is understood to be a prime candidate for membership of Eurex. Scandinavian and Dutch derivatives markets

are also being courted by the German-Swiss alliance.

Both developments are significant steps in the consolidation and competition of Europe's derivatives markets ahead of the introduction of the euro next year. Rivalry between Liffe and the Deutsche Terminbörse, the derivatives market in Frankfurt, has already led to sweeping personnel and policy changes at the struggling London market, including abandoning floor trading in favour of a screen-based system.

In the US last week, Cantor Fitzgerald, the biggest broker in US government securities, received approval for the first electronic exchange to trade futures contracts in US treasury bonds. The move represents a challenge to the Chicago Board of Trade and Chicago Mercantile Exchange, bastions of "open outcry" floor trading in the US.

Liffe's talks with the LCH follow the appointment of Brian Williamson as the market's new chairman in a bid to stem its loss of market share to the DTB. Mr Williamson indicated no option was ruled out.

A spokeswoman insisted yesterday the talks with LCH were part of a strategic review Liffe was undertaking. The LCH could not be reached for comment.

Deutsche Börse's announcement underlines its determination to see DTB dominate Europe's derivatives trading. Werner Seifert, chief executive, said: "We are talking to other organisations at the moment about entry to Eurex and about entry to our London-Frankfurt alliance."

In July, the London and Frankfurt stock markets agreed to set up a pan-European equity trading platform. That appears to have set back separate talks between Eurex and Matif, France's derivatives exchange, to form an alliance.

An announcement on the future of the Milan derivatives markets is expected to be made before any decision is taken on whether the Borsa Italiana will join the London-Frankfurt equity market alliance or a rival plan being touted by the Paris markets.

See Lex

Democrats distance themselves from Clinton despite apology

By Mark Szuzman in Washington

Leading Democrats yesterday continued to distance themselves from an embattled President Bill Clinton amid growing indications that his public apology over the Monica Lewinsky scandal was not sufficient to ward off the threat of impeachment hearings.

Daniel Patrick Moynihan, a respected Democratic senator from New York, warned there could be no final resolution of the matter until Congress had decided whether the report being prepared by Kenneth Starr, the independent counsel investigating Mr Clinton, merited the president's removal from office.

"We have a crisis of the regime," Mr Moynihan said. "What we have before us - and we ought to get on with it - is an impeachment procedure."

His comments came shortly after Parris Glenside, the governor of Maryland and a strong supporter of

Mr Clinton in the past, became the first senior Democrat to cancel a scheduled fundraiser with the president for fear it would damage his own re-election chances in November.

Both moves are a blow to the White House, which had hoped Mr Clinton's public expression of remorse at a press briefing in Ireland last Friday would help shore up dwindling support.

After Joseph Lieberman, the Connecticut senator, last week condemned the president's behaviour as "immoral", Mr Clinton for the first time said he was "very sorry" about his relationship with Ms Lewinsky, a former White House worker.

However, Mr Lieberman said yesterday: "There's no way for us and the president to get back to face the problems of the country - the uncertainty economically, the problems in the world - unless we open up the discussion of the president's misconduct." He also said he did not believe

perjury about a sexual affair was sufficient grounds for impeachment. But in separate interviews, Mr Moynihan and Trent Lott, senate majority leader, disagreed. "It is an impeachable offence," Mr Moynihan said. "It does not follow that the Senate will vote for impeachment, however."

In his report, expected by the end of the month, Mr Starr is almost certain to charge Mr Clinton with perjury for having denied under oath having a sexual relationship with Ms Lewinsky. Mr Starr is also expected to make other charges, including obstruction of justice and subornation of perjury for having allegedly sought to persuade Ms Lewinsky to cover up their affair.

However, Mr Lott said there was little point in speculating about what might constitute grounds for impeachment until Congress had received Mr Starr's report.

Observer, Page 13

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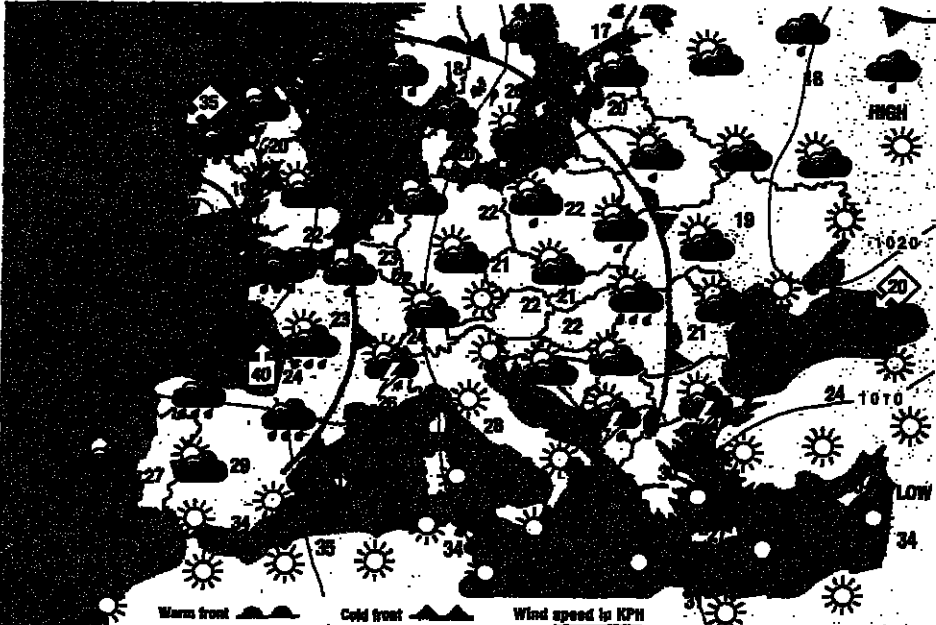
FT WEATHER GUIDE

Europe today

A lingering front will produce rain and showers from southern Scandinavia to the Black Sea. Showers will turn thundery over Romania and Bulgaria. Northern Scandinavia will be largely dry with sunny spells. The Baltic states and western Russia will be mainly fine, but cloud and showers will threaten western areas during the day. Central Europe will remain fine with warm sunshine, but frontal systems will sweep across western Europe bringing heavy showers and thundery rain.

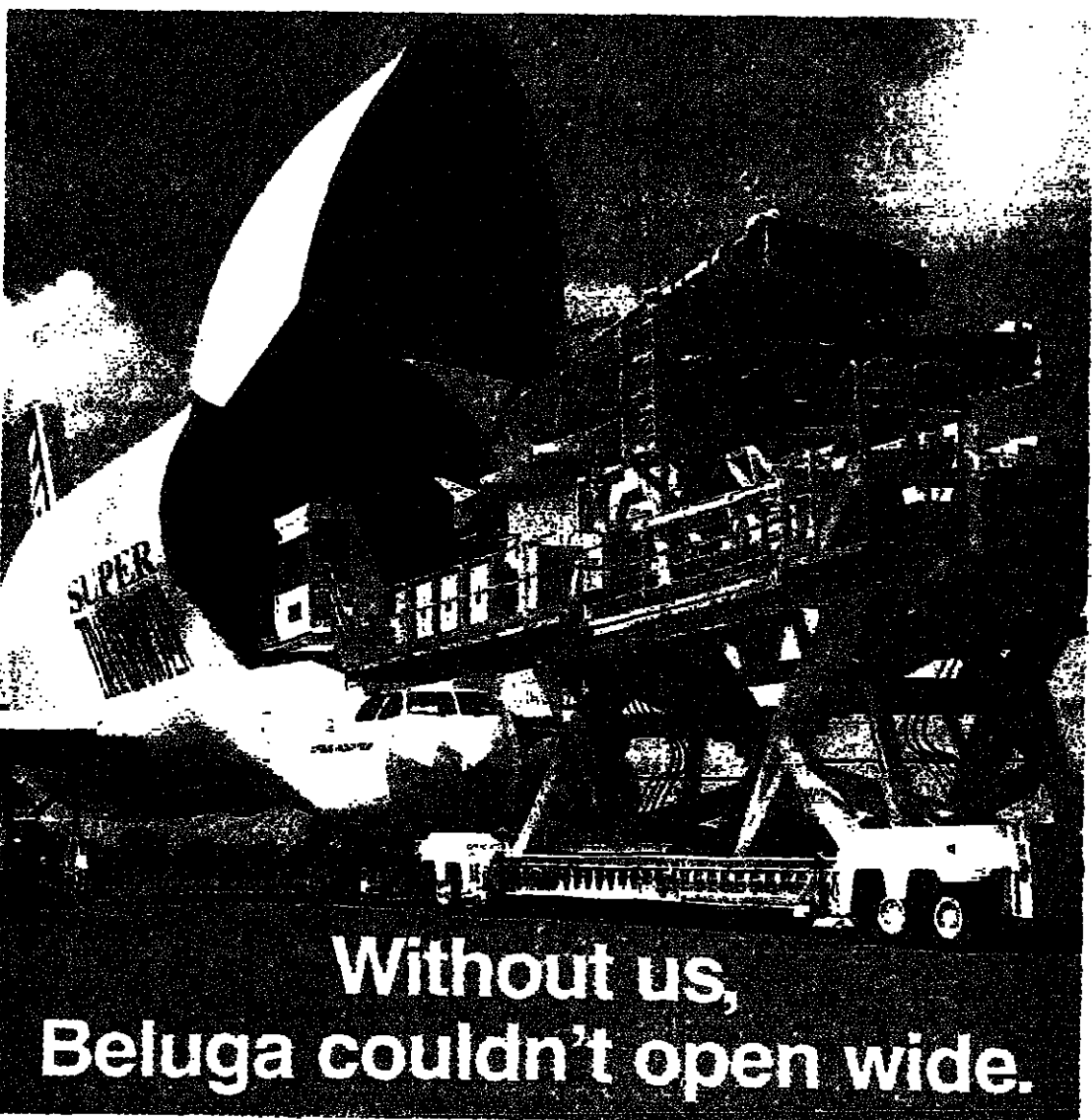
Five-day forecast

North-western Europe will remain breezy and unsettled, with spells of rain and drier, sunnier interludes. It will briefly turn cooler on Thursday and Friday. Elsewhere in Europe will remain largely fine and settled, although thunderstorms will drift from the Alps to Greece during the middle of the week.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

TODAY'S TEMPERATURES	Barcelona	Berlin	Bombay	Buenos Aires	Calcutta	Cairo	Cebu	Chicago	Colon	Dakar	Dhaka	Hankow	Hong Kong	Kobe	London	Lyons	Manila	Medan	Mumbai	Nairobi	Panama	Paris	Rangoon	Singapore	Sourabaya	Taipei	Tokyo	Yokohama
Sun	28	22	32	28	32	32	32	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28
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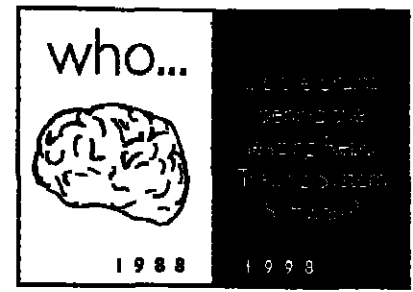
Beluga, the SATIC A300-600 Super Transporter operated by Airbus Transport International, easily swallows huge cargoes like Airbus aircraft sections thanks to its 7.3m diameter, upward-hinging cargo door - the largest in aircraft history. The door and its supporting structure are manufactured by Aerostructures Hamble, recently acquired by TI Group. It's operated by two large, internally locking, Dowty actuators which sustain the door's entire weight of over 2 tonnes when open. Cargo rolls on and off over the roof of the pressurised flight deck, cutting previous turnaround times of several hours to under 45 minutes. Thanks to Dowty, Beluga's wide open for big business.

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FINANCIAL TIMES COMPANIES & MARKETS

MONDAY SEPTEMBER 7 1998

Week 37

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INSIDE

Kvaerner chief faces battle to justify confidence of board



Erik Tonseth (left), Kvaerner's chief executive officer and president, faces one of the biggest challenges of his 10-year reign at the Anglo-Norwegian engineering and shipbuilding empire. He has seen Kvaerner market capitalisation on the Oslo bourse halved. He is to justify the confidence of the board, he must deliver on the promise to become debt-free by 2000. Page 18

Latin America gets dose of reality

Investors have recently been prepared to separate Latin American risk from the turmoil affecting emerging markets elsewhere. But that has changed. The contagion sparked by Russia's default and ensuing political crisis has hit Latin America, scaring away even the hardest investors. International Bonds, Page 20

Malaysia controls create problems

Malaysia's retreat from free markets last week created problems for investors. The imposition of capital and currency controls has locked investors into a market from which many would like to retreat. Emerging Markets, Page 21

Avesta Sheffield boss vows change

Avesta Sheffield, the Anglo-Swedish stainless steel group that is 51 per cent owned by British Steel, has struggled to grow its profits for six years. Stuart Pettifor, appointed chief executive a year ago to turn the business round, says that is about to change. Market Movers, Page 18

Rush to US bonds may continue

The US Treasury market is likely to be driven again by stock price movements when the US markets reopen on Tuesday. Further turmoil in world stock markets could prolong the rush by investors for the safe haven of the US bond market. Among key economic data due this week are August consumer credit figures and the August producer price index. Markets Week, Page 22

Europe's rates seem to diverge

The trend in short-term interest rates among countries taking part in European economic and monetary union has been towards divergence. Some analysts say that could reflect a belief that full short-term convergence will not happen by the year's end. Euro Prices, Page 25

Disposal gain to lift First Pacific

Analysts said the huge exceptional gain for First Pacific, the Hong Kong conglomerate, from the sale of a 39.7 per cent stake in Hagemeyer would radically change the outlook for the company's operations. Companies Diary, Page 22

FT GUIDE TO THE WEEK

— full listings Page 34

TRUCK TROUBLE

French truck drivers are due to begin another series of strikes and blockades on roads across the continent on Tuesday. They are protesting against changes in working conditions and may be joined by Spanish drivers.

BACHELOR PARTY

Anchorage, Alaska, opens its doors on Friday to the single women of America who are invited to meet Alaska's most eligible bachelors at the fifth annual National Singles Convention.

BOSNIANS VOTE

Bosnian general elections are held on Saturday, supervised by the Organisation for Security and Co-operation in Europe, together with votes for assemblies in Bosnia's two post-war autonomous regions.

DUTCH TELECOMS OPERATOR EXPECTS PROFITS TO FALL 33% AFTER REGULATOR DEMANDS CUTS IN CALL CHARGES

Ruling casts shadow over KPN

By Gordon Grange in Amsterdam

KPN, the privatised Dutch telecoms operator, has called its own future into question after the national industry regulator demanded cuts in its call charges.

"The continuity of the company is at issue," said Wim Dik, chairman. KPN expected operating profits would fall by about a third, or some F1.1bn (\$500m). It would have to curb investment in its network, and its standing in the capital markets would be seriously damaged.

Shares in KPN lost 17.4 per cent last week as fears grew about the likely impact of the ruling, which was announced in outline on Friday. Opta, the country's year-old telecoms watchdog, is this week to produce a 55-page report arguing that tariffs the group imposed on customers generated excessive returns.

The upheaval comes just two months after KPN spun off its mail and parcel activities as TNT Post Group. Revenues from that business had cushioned the company as the F115bn Dutch telephony mar-

ket was liberalised. But management wanted to create a "pure" telecoms operator to make it easier for investors to compare it with quoted counterparts elsewhere.

Denouncing the ruling as "a disaster", Mr Dik said KPN's net return on invested capital, at 14 per cent, was already below the 18 per cent European average. Under Opta's requirements, to which the company must respond within four weeks, it would sink to 9 per cent.

Opta wants charges for local calls to come down by about a

quarter from the beginning of next year. Long-distance calling within the Netherlands needed to become between a quarter and a third cheaper over the next three years, it said. Its view was based on the cost of capital to the company and the relatively low risks involved in those segments of its business.

KPN would be granted more freedom to offer discounts, particularly on international calls. But it could no longer provide broadband ISDN lines — one of its fastest growing products — at below cost.

Jens Arnbak, Opta chairman, said the ruling would benefit not only consumers but also those competitors to KPN which had invested in their own network in the country.

Chief among those is British Telecommunications of the UK, which has a joint venture with the Dutch state railways.

KPN last week reported interim net profits of F1.0bn, up 3.5 per cent. The shares, at F171.30 ex an 80 cent dividend, were F12.70 down on Friday and stand 28 per cent below their mid-July peak.

Dollar slides as US begins to feel the heat

Developing link to equity markets has helped provoke a sharp fall against the D-Mark

By Richard Adams in London

The strong US dollar — a feature of global markets for the past three years — may finally be on the wane against European currencies.

The dollar has benefited from investors looking for a safe haven from market turmoil in Asia and Russia. But with Alan Greenspan, the Federal Reserve chairman, now warning that the US cannot "remain an oasis of prosperity", the chances of a US interest rate cut have increased.

"I think it probably is the end of the big rally upwards in the dollar," said Brownwyn Curtis, chief economist at Nomura International Investment Bank in London. "I think people are

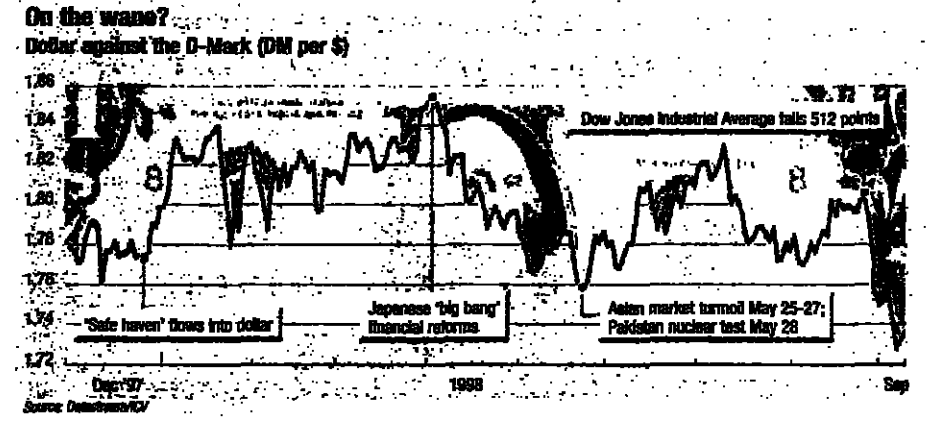
now looking at the world impact on the United States."

For most of the period since 1995, the dollar has been strong against the D-Mark and other European currencies. It reached a high of DML86 at the end of last year, and fell 10 pence before recovering to above DML83 this year.

But in recent days, the dollar has lurched downwards. Last week the dollar slipped by eight pence to its lowest level against the D-Mark this year, to below DML72.

"In the short term, there will still be some safe-haven buying of the dollar. But there are more negative factors weighing on it," said Tony Norfield, global head of treasury research at ABN Amro bank.

The fall was sparked by



what currency analysts call "technical factors" — too many people who had bought dollars suddenly wanted to unload them. Other short-term factors included the desire by Japanese institutions to cash in their dollar assets and exchange them for yen. US hedge funds have been selling assets to cover margin calls and losses abroad.

The dollar has also developed a link to the US equity market. It is usually closely tied to the market for US government bonds, or Treasuries. But Mr Norfield said the past year has seen big inflows into

US equities from abroad.

"Wobbles in the equity market are going to make a lot of overseas investors sick," Mr Norfield said, especially those already sitting on substantial emerging market losses.

"It does indicate a far greater exposure of the dollar to equities than previously," he said.

Further equity weakness would reinforce the flight out of the dollar. At the same time, the market has sharply increased its estimate of a likely US rate cut. The futures market has priced in a 0.5 per cent cut in the Federal

Funds rate by May next year.

Signs of a slowdown in the US, and a recovery in Germany, will shift the tide in favour of the D-Mark. That in itself may be good news, as a weaker dollar takes some of the pressure off the emerging market currencies.

A weaker dollar also helps to bring forward a recovery in commodity prices — which are largely denominated in dollars — boosting the currencies of Latin America as well as South Africa, Australia and Canada.

Currencies, Page 24

Old Mutual set to buy regional UK stockbroker

By Jean Eaglesham in London

Old Mutual, the South African life assurance group, is set to increase its expansion into the UK by acquiring Albert E Sharp, a big firm of regional stockbrokers. Executives close to the deal, which is under stood to have been signed, said the price tag was "considerably higher" than a reported \$40m (\$67m).

The deal is part of an aggressive expansion strategy by Old

Mutual, which paid \$20m for Capel Cure Myers, another UK stockbroker, last December. But the company's increasing links with the UK are proving controversial.

Old Mutual was fiercely criticised by the Congress of South African Trade Unions in June, when it emerged that the group might seek a listing on the London Stock Exchange after it demutualises next year. This would free it from South African exchange con-

trols (which restrict the proportion of assets it can invest overseas), and help it to attract international shareholders.

But the unions fear the move is part of a trend that could trigger a flight of capital out of South Africa. Genor has already moved its non-precious metals interests to London through Billiton and a number of other companies are known to follow suit. Last week, South African Breweries said it was considering moving its

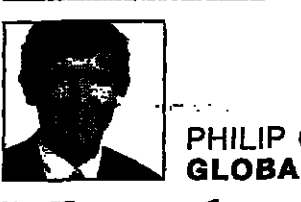
primary stock exchange listing from Johannesburg to London.

The purchase of Albert E Sharp is part of a wider pattern of consolidation within the UK broking sector. The number of firms in the traditional market of dealing with advice dropped from 82 at the end of 1992 to 58 at the end of last year, according to research company ComPeer.

The trend towards consolidation is being driven by a combination of increasing informa-

tion technology costs, tougher regulatory pressures and competition from new entrants, such as US investment banks.

Old Mutual's purchase ends a difficult 12 months for Albert E Sharp, which outsource its settlement business and sacked 130 staff at its head office. It is not clear what effect the deal will have on jobs, or whether Old Mutual will decide to retain both the Sharp and the Capel Cure Myers brand names.



PHILIP COGGAN GLOBAL INVESTOR New hope for old values

Isaac Newton has been proved wrong for the past few years, in stock market terms at least. What goes up has not come down: momentum investing has been a highly successful strategy.

It is, of course, a gross oversimplification to divide the world into "value" investors, who believe in buying stocks that have fallen in price, and "growth" — or momentum — investors, who buy stocks that have gone up.

The growth camp has generally had the best of it in recent years. Many of the market's best performers have been shares that would not fit easily into a value portfolio; either "new Nifty Fifty" multinationals, such as Coca-Cola, trading on aggressive price-earnings multiples or internet companies, often showing no earnings at all.

Value investors have been cast adrift. Old valuation standbys seem to have been abandoned. Who cares about dividend yields when companies are making share buy-backs, and dividends are seen as tax-inefficient? Who bothers about asset values in an economy dominated by the service sector? The kind of companies thrown up by value measures — engineers and other cyclical industrials — have struggled in the face of global competition.

The same rules have applied to asset allocation. UK institutional investors have been underweight in the US market for years on the grounds that Wall Street was

overvalued and must start to fall. Until July, New York defied the sceptics and kept going up. Those who saw recovery plays in Japan, at virtually any time over the past five years, or Asia, at the start of this year, have been disappointed.

But the tide could finally be turning. Some of the stocks that have been among the most heavily battered in the correction since world markets peaked in mid-July, have been the momentum investors' favourites.

If one looks at the S&P Composite in the US, the 20 best performers between the start of 1995 and the market peak in mid-July included the likes of Dell Computer, Microsoft and Travelers. By August 3, those 20 stocks had dropped by an average of 21 per cent, compared with a 16.5 per cent fall in the index itself. The top performers of 1996's first half have also lagged behind the index.

One problem with both the momentum and the growth schools is that the price of failure for individual stocks is high. Once a stock starts to fall, it loses its momentum attractions; the trend followers start to desert it, forcing the price down further and creating a downwards spiral. Similarly for growth stocks, the penalty for earnings disappointment can be savage; not only do estimates for future earnings decline but the rating attached to those earnings falls sharply.

In the UK, the two best performing sectors since the

market peaked on July 30 have been water and electricity, which traded on price-earnings ratios of just 11 and 15 before the correction. The worst, oil exploration, traded on an aggressive p/e of 38.

But for the tide to turn decisively in favour of the value school, small companies may need to snap out of their slump. The Russell 2000 in the US and the FTSE SmallCap index have both fallen more than 25 per cent since their spring peaks.

Value investing is not synonymous with small-stock investing. But the S&P 500 and the FTSE 100 now stand at significant p/e premiums to their respective markets thanks to the strength of the multinationals, momentum stocks and the growth of index funds. Hence, value is more likely to be found among the minnows. In the current climate, where events in emerging markets have persuaded investors to avoid as much risk as possible, it will be hard for smaller stocks to rebound. Blue chips will appear the safest option.

Value investors may have to concentrate on the more defensive giants. But at least they know the growth and momentum stocks will be taking a hammering. That should even the score a bit.

Oddly enough, one of the most exhaustive investment surveys, by Jim O'Shaghnessy, who studied the US market for 40 years, found both methods can be successful. So there is hope for everyone.

Who's taken the most enterprising view of investment in high growth IT companies?

Apax Partners Ventures. We have just invested £22.5 million in Eyretel, one of Britain's fastest growing companies, to purchase existing shares and inject new capital. Winner of the 1997 Virgin/Sunday Times Fast Track 100 award, Eyretel has achieved annual compound growth of 215% through its two businesses, Call Centre Solutions — a global leader in voice recording and call analysis software — and Realscape — a leading edge video conferencing and tv distribution company.

Eyretel is the latest of our early stage investments in Europe's fast growing hi-tech companies.

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COMPANIES & FINANCE

INTERNET COMMERCE 'DIGIBOXES' TO PROTECT CONTENT PROVIDERS' COPYRIGHT WHILE 'ELECTRONIC PURSES' OFFER FLEXIBLE PAYMENT

NatWest links with US technology group

By Christopher Brown-Humes

National Westminster Bank will this week unveil a strategic alliance with a US technology group in a move which significantly increases its ambitions in the fast-growing electronic commerce market.

The bank claims its link up with InterTrust Technologies of California, will make e-commerce over the internet more secure.

It says companies offering music, publishing, software, education and other services

will be able to place their work on the net with greater protection against piracy or illegal use.

"We are very confident this is going to be a success. It could become like the 'Intel Inside' logo on PCs," said John Paddock, commercial development director of NatWest Card Services.

According to one estimate, the value of inter-company services traded over the internet is expected to grow from \$8bn in 1997 to \$327bn in 2002 in the US alone.

The new service combines

InterTrust's technology with NatWest's expertise in payment services.

NatWest says a system of secure containers - or Digiboxes - will give content providers greater control over the information they put on the net. The software helps protect their copyright, and allows them to set the conditions and price at which the boxes are accessed.

It also makes it possible, subject to data protection laws, for suppliers to gain more information about who

is buying their products and how they are being used than is generally possible at the moment.

Users, meanwhile, will be able to pre-load an electronic purse, and buy items on the net without needing authorisation for each transaction. They will also gain additional for pay-per-use and pay-per-view.

There will be no "minimum spend" and payment will be possible in one or two currencies. In due course, customers will gain multi-currency payment options

and may be able to make purchases on credit.

Trials of the service will take place this autumn, with the global launch expected early next year.

Mr Paddock said: "The development of electronic commerce over the internet has been inhibited by concerns over integrity, security and control. This solves all three," he added. The bank's investment in the scheme runs into millions of pounds, but is not thought to exceed \$10m.

Victor Shear, chief execu-

tive and founder of InterTrust, said: "We are very happy with our strategic alliance with NatWest, because of their worldwide presence, technology leadership and expertise in facilitating global, multi-currency commerce."

Two weeks ago, NatWest unveiled another innovative product - an information service called Zenda. NatWest staff will act as a one-stop shop sifting guidebooks, directories, listings and the internet to find information customers want.

COMMENT

Biotechnology stocks

Are the clouds lifting over the UK's biotechnology sector? There certainly appears to have been an outbreak of good news. Celltech has had two positive announcements on treatments for Crohn's disease in the past fortnight, triggering a 38 per cent rise in its share price. Shield Diagnostics, Phytopharm and even British Biotech - source of much bad news in the past year or so - have also had something to crow about.

While it will take many more swallows to make a summer in this loss-making sector, hope is growing that it will recover from its current humble base. Lessons have been learnt.

Several companies have replaced founder chief executives with more commercially experienced managers. More projects have the backing of a big pharmaceutical partner, bringing credibility as well as funds and expertise. And investors' expectations are being better managed.

Celltech was quick to point out that the drug put on the "fast track" by the US regulator was still at an early stage of development. It is crucial that such realism prevails in a sector that has been hurt by hype.

But although it is becoming easier to assess biotech companies by rational criteria, the tantalising part is their technology. Naturally, they all claim to have new approaches to under-treated conditions. As this remains difficult to judge, investors should still spread their risks rather than trying to pick a winner.

Life

The struggle to the death between Life and its Frankfurt rival, the Deutsche Terminbörse is not letting up. Just as Life was starting to improve its image under a new head, Brian Williamson, and emerging from its defensive bunker, the DTB jumps another pace ahead.

Life's ideas about tightening its links with the London Clearing House are not without merit. Strengthening the ties between an exchange's front-office and its less glamorous but essential back-office should lead to savings. If a full merger led to a combining of systems and an improvement in the settling of contracts, Life members would benefit.

But as Life moves on, so does the DTB. Its talks to expand an existing alliance linking the Frankfurt and Swiss derivatives markets raise the stakes yet further for Life.

Results to help Billiton rebuild image with City

By Kenneth Gooding, Mining Correspondent

Billiton, the metals and mining group that has been the worst performing share in the FTSE 100 index this year, can start rebuilding its image today, when it reports its first full-year results since listing in London last July.

Investors who contributed nearly £1bn when the company was spun off from Gencor of South Africa, already have two heartening news items to mull over.

Brian Gilbertson, who has been widely criticised - he insists unfairly - for being Billiton's "absentee chairman," by spending too much time in Johannesburg with other companies, announced on Thursday that he is to give up the chairmanships of both Gencor and Gold Fields, the South African gold mining group, to concentrate entirely on Billiton.

This closely followed Billiton's withdrawal from the \$1.5bn auction for Venezuela's aluminium complex, CVG, Billiton, and the other consortium left in the bidding, blamed the state of the world economy and global

financial markets, saying this made it impossible to prepare an offer.

Many analysts believed there were substantial long-term benefits if Billiton, already the world's fifth largest aluminium group, had been able to take a stake in CVG. "But the market didn't like the idea because of the potential short-term effects," said Russell Skirrow at Merrill Lynch.

Billiton still has to deal with the disappointment felt by some analysts and investors that it has not yet put its \$3bn war chest to work by making a substantial acquisition. "The knock-out corporate acquisition expected by the City has failed to materialise, and for some critics this calls into question the need for the group's flotation in the first place," said one broker.

Billiton has indicated its net profit for the year to June 30 will be more than \$446m. Analysts expect a rise of at least 30 per cent from the previous year's \$336m, and forecasts range between \$464m and \$493m. "They might also pull something out of the hat, such as a one-off \$100m foreign exchange gain," suggested Mr Skirrow.

Trusts face All-Share ejection

By Jean Eaglesham

The market value of a number of emerging markets and Asian investment trusts has shrunk so much in recent weeks that they are likely to be thrown out of the FTSE All-Share index when it is reviewed in December, broker Credit Lyonnais Laing has warned.

This would force tracking funds, which aim to mimic the index, to sell the shares, sending the trusts' share prices down further.

The trusts which Laing highlights include funds from big-name managers, and include Fidelity Asian,

Fleming Asian, Henderson Far East Income, Invesco Asia and Schroder Far East. All now have a market capitalisation below £58m - the hypothetical cut-off point for the All-Share, based on August 28 share prices.

The average emerging markets investment trust is now on a discount of about 30 per cent following falls, since mid-July, of about a third in the net asset value and more than 40 per cent in the share price.

The sharp falls in fund sizes means some trusts now have high costs. While the management fee varies in line with net assets, addi-

tional expenses such as legal and custody fees are being charged against a much smaller asset base.

Trusts highlighted by Laing as being particularly expensive include the tiny Edinburgh Java, where total costs are now equivalent to 11.1 per cent of its £15m net assets; Aberdeen Emerging Asia (costs 4.6 per cent of net assets); Aberdeen Latin (4.2 per cent) and Brazilian (4 per cent).

The sharp fall in the size of many trusts also means the shares become harder to trade and the trust harder to market to new investors. Very small trusts are not

attractive to institutional investors, which set a minimum in dollar terms on the size of holdings they want in their portfolio. A number of trusts are now too small to qualify.

Credit Lyonnais Laing said: "The problem facing these trusts is not the fault of the management group. However, they should be aware that shareholders who have seen two-thirds or more of the value of their investment wiped out, may now view discounts which are double what they were a year ago and higher total expense ratios as unacceptable."

Yardley may find buyer in days

By David Blackwell

A new owner for Yardley, the cosmetics company that supplies the Queen Mother with perfume, could emerge this week.

Talks are scheduled between KPMG, the receivers, and several international consumer products groups with global brands. They are likely to include: Unilever, which has Elizabeth Arden and Calvin Klein; L'Oréal, which owns Helena Rubenstein and Lancôme; Revlon of the US; and Procter & Gamble, owner of Max Factor.

Tony Thompson of KPMG

said more than 100 companies expressed interest after the receivers were called in late last month. Ironically, the blaze of publicity surrounding the potential demise of one of the UK's oldest companies sparked record sales last week, as devotees of brands such as English Lavender stocked up on their favourite product.

"I have been surprised at the warmth shown by customers, suppliers and the media towards Yardley," said Mr Thompson. "People are genuinely interested in saving this brand."

It was a rare situation for insolvency practitioners to

find themselves in, he added. "We are quite often flogging a dead horse - but that is not the case here."

The company's plan to contract out production is proceeding, and its Basildon, Essex, plant will close at the end of this month with the loss of 300 jobs. However, stock management and marketing will stay in Basildon.

Founded in 1770, in London, Yardley is most famous for the English Lavender brand that is still its best seller worldwide. In spite of associations with Twigg, the model, in the 1960s, and more recently with Helena Bonham Carter, the actress,

it has always had a rather old-fashioned image.

A relaunch of the cosmetics range last year featured Canadian supermodel Linda Evangelista in handcluffs, and was aimed at attracting a more modern, international clientele. But it failed to stem mounting losses on flat sales.

The last reported figures for Old Bond Street Holding Company, owner of Yardley, show pre-tax losses of \$9.2m (\$15m) on sales of \$69m in 1996, after losses of \$2m in 1995. Sales last year declined further to \$60m, and the company remained firmly in the red.

LucasVarity looks at US and Asia

By Haig Simonian

LucasVarity yesterday confirmed it was examining a number of potential acquisitions in the US and Asia, but analysts doubted the Anglo-American automotive and aerospace group would announce anything concrete this week.

The company is expected to reveal profits of \$160m-£160m before tax and exceptional costs from continuing operations when it publishes its first-half figures on Wednesday.

The strong figures, combined with a war chest of about £1bn from disposals, has prompted speculation LucasVarity is on the take-over trail.

"We are looking at a range of acquisition candidates", the company said. It declined to name specific targets but noted a number of large US industrial conglomerates were reviewing their automotive operations. The company confirmed it was looking at Mando, the South Korean car components group.

Excellent first half year for new and stronger Fortis

In the first half year of 1998, Fortis underwent a transformation. The largest acquisition in the European financial sector was brought to a successful conclusion. A number of measures were taken to make the Fortis group more transparent and more efficient. Financially, Fortis had an excellent half year. Fortis' pro forma figures include Generale Bank and Fortis' restructuring. Net profit and earnings per share in ECU both increased by 34%. There is no dilutive effect on the earnings per share from the inclusion of Generale Bank.

Key figures (in ECU million)

	First half year 1998 (pro forma) *	First half year 1997 (pro forma) *	Increase in %
Fortis			
Operating result	1,258	1,062	18
Net profit	886	660	34
Net equity	10,561	8,601 *	23
Total assets	332,787	298,579 *	11
Total assets under management	227,765	204,720 *	11

Key figures per share (in local currency)

	Fortis AG share, in BEF		
Net earnings	300	221	36
Shareholders' equity	3,570	2,914 *	23
Fortis AMEV share, in NLG			
Net earnings	3.64	2.67	36
Shareholders' equity	43.41	35.35 *	23

1) Including Generale Bank, Fortis AG and Fortis AMEV
2) Including Generale Bank, Fortis AG and Fortis AMEV
3) Excluding other acquisitions and divestitures.
4) Year-end 1997.

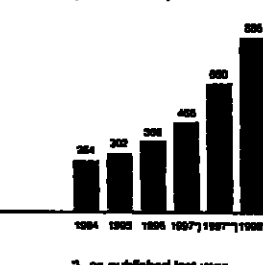
Key figures of Fortis excluding Generale Bank (in ECU million)

	First half year 1998	First half year 1997	Increase in %
Operating result banking	519	364	43
Operating result insurance	395	369	7
Net profit	607	463	31

Note: All figures unaudited

Net profit

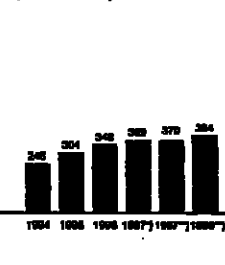
First half year 1994-1998 (in ECU million)



* as published last year
** pro forma

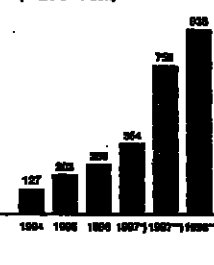
Operating result insurance

First half year 1994-1998 (in ECU million)



Operating result banking

First half year 1994-1998 (in ECU million)



New and stronger Fortis

The excellent combination with Generale Bank is an important step in Fortis' growth strategy. The position which Fortis occupies as present is a strong platform for further growth in Europe, the United States and Asia. In the past months, Fortis also successfully completed two acquisitions in the United States, of Pierce National Life Insurance Co. (pre-need funeral insurance) and John Alden Financial Corp. (small group health and managed care services).

In June, the shareholders of Fortis AG and Fortis AMEV approved the broad outlines of structural changes. These will result in greater transparency and flexibility on the capital market. The market recognizes the benefits of the new structure, as is indicated by the fact that the price/earnings ratios of the two shares are now virtually the same.

Other first half year highlights

- Organic growth (excluding all acquisitions and exchange rate differences) of net profit +23%
- Limited exposure on Asia and Eastern Europe
- Sale of block of shares: extraordinary realized capital gain of ECU 258 million
- Extraordinary provisioning ECU 258 million for low interest rate risk in life insurance

Forecast

Fortis' management is confident about the profitability over 1998 as a whole. However, Fortis is not providing a forecast together with the half-year figures. This is in line with market practice when an equity offering is envisaged.

Insurance

- Operating result +6%
- Net profit +8%
- Insurance premiums +10%
- Sustained growth in life insurance; accident & health under pressure, other non-life higher

Banking

- Operating result +24%
- Net profit +54%
- Net interest income +4%
- Net commission income +23%

Investments

- Funds under management on behalf of clients +13%
- Fortis number 1 asset manager in Benelux; among top 10 asset managers in Europe

Fortis is an international group which supplies banking, investment and insurance services to private individuals and businesses. In its home market - the Benelux countries - Fortis is one of the largest providers of financial services, supplying a broad range of financial products through a variety of distribution channels. In other European countries, as well as in the United States and Asia, Fortis concentrates on specific market segments.

Further information
A full half year report of Fortis can be requested at Fortis Group Communications in Brussels: 32 (0)2 220 88 48
Lithuania: 31 (0)30 257 55 48
You can also visit the Fortis internet site at www.fortis.com



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COMPANIES & FINANCE

Nissan to set up company for spin-off

By Michio Nakamoto in Tokyo

Nissan, the leading Japanese carmaker, is spinning off its automatic transmission development and production divisions into a new company, as part of a global business reform programme.

The new company, which Nissan aims to establish next summer, will take on the operations of the automatic transmission development department and those of its Fuji plant, which manufactures about 1m automatic transmissions a year.

Nissan also plans to consolidate the operations of Jatco, a 66 per cent-owned subsidiary, with those of the new company to improve efficiency in development, production and sales.

Jatco is a leading manufacturer of automatic transmissions. The consolidation will depend on the approval of Mazda, which owns the balance of the company.

Nissan expects the new company, including Jatco, to remain a leader in the AT market, which is one of the most promising markets in the automotive industry.

Besides Jatco, there are only two other big companies specialising in automatic transmission production - Aisin of Japan and ZF Friedrichshafen of Germany. Together, they dominate the market for automatic transmissions not made in-house by vehicle makers.

But global demand for automatic transmissions is projected to rise by 3m-4m units in the year to 2005 as more cars in important markets such as Europe, Japan and the rest of Asia, move to automatic transmissions.

Initial sales for the new company, assuming Jatco is absorbed, are projected at ¥300bn (\$2.23bn). Nissan aims to take a two-thirds share in the new company and hopes to attract outside investors.

Nissan joins a growing number of Japanese companies spinning off divisions to raise efficiency and cut costs. Recently, Toshiba announced it was spinning off its elevator division and Hitachi said it would spin off two of its TV and video manufacturing operations into separate companies.

Lafarge plans Asia purchases

By James Kyng in Beijing

Lafarge, the French building materials group, said at the weekend it was planning several acquisitions in south-east Asia and a new cement plant in China, in a drive to establish itself as one of the region's leading industrial corporations.

"Asia's economic crisis is an opportunity to build a stronger position in Asia," said Bertrand Collomb, chairman of the group. The company was negotiating acquisitions in the Philippines, Thailand, Malaysia and Indonesia, but it gave no further details.

In China, the group aims to merge its interests in a new holding company which will eventually be listed, perhaps in Hong Kong or Shanghai.

Lester Lim, vice president for finance, said Lafarge would seek investors for the holding company over the next few months. Lafarge will own at least 51 per cent of the company which will be capitalised at about \$250m by the end of the year.

Mr Collomb also announced that the company had obtained state-council approval for the construction of a \$150m cement plant, with an annual capacity of 1.3m tonnes, in the south western Chinese province of Sichuan.

Lafarge also planned to more than triple the capacity of its existing cement plant in Beijing from 300,000 tonnes to nearly 1m tonnes.

More questions for peer

By Jimmy Burns

Lord Moyne, the Guinness peer, is to face further questioning by Swedish prosecutors over the alleged SKr485m (\$61m) fraud last year at Truster, the Swedish investment company.

Bo Skarinder, the Swedish state prosecutor, said at the weekend that he planned to meet Lord Moyne in November and December, and his former business associate, Lindsey Smallbone, at the end of this month.

"My investigations are continuing. We shall see if they [Lord Moyne and Mr Smallbone] are going to continue to co-operate in the future. I have not made up

my mind whether to seek their extradition," Mr Skarinder told the FT.

He was speaking after three days of interviews with Lord Moyne in the Swedish Embassy in London, their first meeting since Mr Skarinder's decision last month temporarily to halt extradition proceedings against the peer and Mr Smallbone.

Lord Moyne and Mr Smallbone, who also face civil lawsuits for damages from Truster shareholders, have indicated they would not travel voluntarily to Sweden to stand trial. They deny any wrongdoing, maintaining they acted on behalf of three Swedes who deceived them.

Kvaerner chief in fight to justify continuing confidence of his board

The Anglo-Norwegian group's promises must be kept, say Valeria Sköld and Tim Burt

Erik Tonseth, Kvaerner chief executive officer and president, is facing one of the largest challenges of his 10-year reign at the helm of the Anglo-Norwegian engineering and shipbuilding empire.

Under his leadership, Kvaerner's market capitalisation on the Oslo bourse has been halved, and since the beginning of this year its share price has consistently underperformed the Norwegian Total index.

The malaise was compounded last week, when Mr Tonseth announced "highly unsatisfactory" first-half net profits, which fell by more than 60 per cent compared with the first half of 1997.

Given that scenario, it is no surprise that analysts in Norway have begun talking of Mr Tonseth's corporate obituary. And several observers have pointed out that he probably owes his continued presence heading the company to the historical reluctance of Norwegian boards to dump chief executives who do not deliver.

If Mr Tonseth is to justify the continuing confidence of his colleagues, he must deliver on Kvaerner's promise to become debt-free by 2000 and dispose of Nkr12bn (\$1.6bn) in non-core assets.

Kvaerner's softly-spoken chief executive clearly believes he has been judged solely on the evidence of a miserable share price.

"I don't say there isn't anyone else who can run this company, and the share price is uncomfortable," he admits. "But the important thing is to keep one's head cool and not do stupid things in the short term."

His latest plan, unveiled with the interim results, is to reorganise the group's seven divisions into four more focused business arms.

The largest will be engineering and construction - to be run by John Fletcher, the current group business director - comprising Kvaerner's process, metals and construction operations with a combined annual turnover of Nkr35bn-Nkr40bn.

An industrial products division has also been created under Jan Magne Hegelund, until now chief financial officer, to combine the non-engineering metals businesses, pulp and paper and hydro-power company Kvaerner energy.

The oil and gas division remains largely untouched, as does shipbuilding.

All this sounds like rearranging the stock after the fact. But Mr Tonseth denies the reshuffle was a last ditch defensive effort to thwart possible takeovers.

He says the group has been talking internally about the new organisation for more than two years, following its \$900m (\$1.5bn) takeover of Trafalgar House.

For a company of this size, however, two years is too long for most institutional shareholders - especially those looking for better short-term returns.

"It was our mission from day one when we bought Trafalgar House to make a separate engineering and construction business," says Mr Tonseth. He explains the delay by saying that Kvaerner first had to "stabilise" Trafalgar House.

That raises as many questions as it answers, particularly concerning the motives for acquiring the UK group in the first place and failing to be more brutal in stripping out costs.

By concentrating on inherited problems, Mr Tonseth also appears to be turning a blind eye to the rather pressing problems in his shipbuilding division - now under the control of the tough-talking Martin Saarikangas, who previously ran the Kvaerner Masa shipyard in Finland.

Profits in that business have been hit hard by cost overruns and delayed orders. Some of the yards are too small or their order books too lumpy to retain a place in the group - not least Govan in Scotland. A smaller, leaner shipbuilding business would certainly promise better returns in the long run.

Meanwhile, the oil and gas division has been given a

longer period to prove itself, mainly in the hope that Nkr450m in annual cost reductions planned in the Norwegian area of the business will improve margins. But at a time of volatile oil prices and delayed North Sea investments, cost-cutting will almost certainly not be enough.

Nevertheless, Mr Tonseth believes the key to improving the bottom line will be the debt reduction scheme. The company has sold enough non-core assets to cover the acquisition of Trafalgar House, including the assumption of debt.

The Nkr12.052bn in current net interest-bearing liabilities stems from pre-Trafalgar House debt, he explains, and new ones taken to grow the business. But whether Kvaerner is saddled with old debt or new debt is largely academic, it still remains too onerous for a company of this size.

Kvaerner has said it will sell non-core assets to achieve a 0.8 per cent net debt to equity ratio by the year-end and add Nkr2.2bn in working capital in the next six months.

The company has already agreed a conditional sale of its prime City of London development site at the Baltic Exchange, and hopes to begin marketing another London site, Chiswick Park, toward the end of the year.



Erik Tonseth: the important thing is to keep one's head

Other assets earmarked for sale include the US house-building activities, John Brown Plastics Machinery and the ship equipment business.

However, Mr Tonseth was talking about withdrawing from some of these areas two years ago, and has still to address the "other business" division, which includes fish processing and HeavyLift, the cargo airline.

Given Kvaerner's record on disposals, it remains to be seen whether the market will share Mr Tonseth's view that sale proceeds will help reduce the debt burden.

The question is whether it shares his optimism. On the day of the restructuring announcement last week, Kvaerner's stock fell 22 per cent.

Mr Tonseth says this was not a verdict on the pro-

posal, but an over-reaction to "groundless rumours concerning possible liquidity problems with the banks". Further rumours concerning a re-evaluation of its large oil and gas projects in the Norwegian sector and fears of losses on Australian contracts even prompted Kvaerner to issue a stock exchange statement denying any liquidity crisis.

The bearish sentiment concerning Kvaerner, however, is not merely fuelled by market rumours. It reflects the view that the company is too broadly spread and over-exposed to cyclical industries, and volatile parts of the world at the wrong time.

To reverse that view, Mr Tonseth will have to prove that he really is committed to reducing the debt load and improving the bottom line.

New broom gets to grips with Avesta Sheffield

Stuart Pettifor has embarked on a cost-cutting programme and vowed to shake-up the management, writes Tim Burt



Stuart Pettifor has some harsh words for the performance of Avesta Sheffield. The burly chief executive of the Anglo-Swedish stainless steel group, appointed a year ago to turn around the business, sprinkles his assessment with expletives.

His invective reflects deep dissatisfaction with the cost base and profitability of the group, formed by the 1992 merger of Sweden's Avesta and British Steel's stainless steel operations.

At the time, it was hoped the enlarged company would become one of the world's premier manufacturers of stainless products, both in bulk and specialist grade steel. It would give British Steel the hot-rolled capacity lacking in its stainless operations, while promising a greater customer and distribution network for Avesta.

The industrial logic remains compelling but for six years the merged business - 51 per cent owned by British Steel - has struggled to deliver significant profits growth.

Mr Pettifor, previously managing director of British Steel's sections plate and commercial steels division, says that is about to change. After reporting first-quarter losses of SKr324m (\$41m) last month, he has embarked on

a cost-cutting programme involving more than 1,000 job losses - 13 per cent of the workforce - and vowed to shake-up the management structure.

"This company has not had a cost base good enough to keep up with the competition. We must close the cost-base gap in all the businesses," he adds.

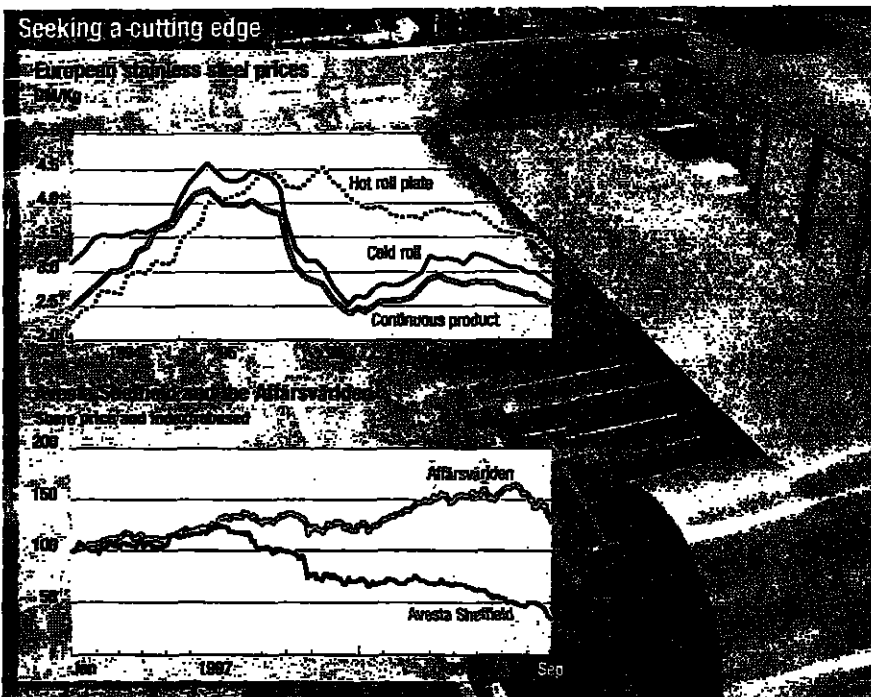
That effort, expected to take two years to complete, will focus on reducing overheads in scrap and raw materials, and in sales, distribution and marketing.

As a first step, the company has decided to transfer heat treatment work from Sheffield to Degerfors in Sweden, with the loss of 100 jobs in the UK, and to put its small tube operations in Wales up for sale.

It has also mothballed its Baltimore melt shop, acquired in 1995 at a cost of SKr33m. Privately, Avesta officials describe that deal as a disaster and question the group's long-term commitment to the US market, where overcapacity and price pressure is endemic.

Against that background and turmoil in Asia, Avesta Sheffield is expected to concentrate on increasing its market presence in Europe but even there, its cost base is way above its rivals, led by Finland's Outokumpu and Spain's Acerinox.

Avesta Sheffield's overheads, measured on a wages-to-sales basis, stand at about 16 per cent, compared with 8 to 9 per cent at its main competitors.



Mr Pettifor is committed to addressing that, not least by removing layers of management and cutting jobs on the shopfloor.

Sales and marketing will be made more directly accountable to managers of nine new business areas, and areas such as human resources will be integrated under one executive at the Stockholm headquarters.

"We have had to refresh the senior management team with outside recruitment," says Mr Pettifor. "The old structure was very confused and establishing profit responsibility was difficult."

A more streamlined organisation is certainly desirable but many industry analysts believe it will not address Avesta Sheffield's fundamental problem - the excessive cost of running a business spread across too many plants in too many regions.

Unlike Outokumpu, Avesta does not have fully integrated hot roll plants. It has to ship steel slabs produced in Sheffield to Sweden for hot rolling, and then transport steel coil back to the UK for onward distribution to customers there and in continental Europe.

"To be really efficient, this

company needs melting shops, hot rolling and cold rolling all on one site," says Catarina Ibre at Deutsche Morgan Grenfell in Stockholm. "Sooner or later, Avesta will have to decide whether it wants to invest the large sums necessary to have an integrated facility."

Although Mr Pettifor claims the group has sharply reduced transportation costs between Sweden and the UK, it still represents an additional expense of SKr130m a year. All that could be avoided if it invested in hot rolling facilities in Sheffield. However, that goes to the

root of Avesta Sheffield's dilemma. British Steel helped engineer the merger specifically because it lacked hot-rolling facilities in Sheffield and was unwilling or unable to invest in them.

Although European demand for stainless steel is growing, British Steel is unlikely to sanction such a large investment at a time of intense price competition and overcapacity. Yet analysts argue that is what is required if Avesta Sheffield is to achieve the underlying margins of 10 per cent enjoyed by Outokumpu and Acerinox.

"Without an integrated production base it is doubtful whether they will ever match the Finns or Spaniards, and I am not sure shareholders are willing to put in that kind of money," says one analyst.

Given such uncertainties, it is not surprising that the shares have fallen from a 12-month high of SKr75 to about SKr25. Avesta Sheffield has to prove that its Anglo-Swedish production base can deliver genuine profit growth - even before transport and logistics costs. That will be an expensive and lengthy task. But Mr Pettifor says it is time to begin. "This will not be a one-time hit. We have worked to bring about change but there is more to follow. Avesta Sheffield wants to take part in the growth in the market, and we are working on an investment strategy for the future," he says.

SCHRODER JAPANESE WARRANT FUND LIMITED

International Depository Receipts
Issued by Morgan Guaranty Trust Company of New York

NOTICE OF AN EXTRAORDINARY GENERAL MEETING
Notice is hereby given that an Extraordinary General Meeting of Schroder Japanese Warrant Fund Limited will be held at 10.15 a.m. on 11 September 1998 at Barfield House, 31, Abchurch Lane, London EC4N 3DF, for the purpose of considering and, if thought fit, passing the following Resolutions:

Special Resolution:
1. To confirm that the Special Resolution put to the Extraordinary General Meeting of the Company "that the Company be wound up" on 12 August 1998 be passed.

Ordinary Resolution:
2. The appointment of Messrs Michael Roland Bane and Stephen John Le Page as Liquidators of the Company.

Registered Office:
Barfield House, 31, Abchurch Lane, London EC4N 3DF, England.
By Order of the Board
St. Julian's Avenue, Schrodor Investment Management (Guernsey) Limited
Guernsey, Channel Islands GY1 3QL, for the purpose of considering and, if thought fit, passing the following Resolutions:
Special Resolution:
1. To confirm that the Special Resolution put to the Extraordinary General Meeting of the Company "that the Company be wound up" on 12 August 1998 be passed.

Ordinary Resolution:
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BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Randstand (Netherlands)	Strategic Solutions (US)	Business services	\$850m	Stepping up push
Petronas (Malaysia)	Ergon (SA)	Oil & gas	\$638m	Tripod response
Vodafone (UK)	BellSouth NZ (NZ)	Mobile telecoms	\$413m	Complementary
Applied Power (US)	Rubicon (UK)	Engineering	\$342m	Global move
Investcorp (Bahrain)	Leica Geosystems (Switz)	Measuring system	\$312m	Lancet exits
Ashanti Goldfields (Ghana)	Samax Gold (Canada)	Mining	\$135m	Gold development
Power-One (US)	Melcher (Switz)	Electronics	\$53m	MBO exit
Photobition (UK)	Katz Digital (US)	Business services	\$50m	Graphic growth
National Express (UK)	Credent-Harmon (US)	Transport	\$37.5m	US bus debut
Royal Dutch/Shell (UK/Netherlands)	JV	Oil & gas	n/a	Downstream deal

Financial Times Surveys

Chemical Industry

Thursday November 12

For further information please contact:

Catherine Markey in Edinburgh
Tel: +44 131 220 1199
Fax: +44 131 220 1578
email: catherine.markey@FT.com

FINANCIAL TIMES
No FT, no comment.

LEGAL NOTICES

IN THE MATTER OF
NORWAVE LIMITED
AND
IN THE MATTER OF THE CYPRUS
COMPANIES LAW CAP 113

Notice is hereby given that the creditors of the above-named company which is being voluntarily wound up are required to send in their claims, their addresses and descriptions, full particulars of their debts or claims and the names and addresses of their solicitors (if any) to the undersigned Mr Dinos N Papadopoulos, P.O. Box 1612, CY-1591 Nicosia, Cyprus, the liquidator of the said company, and if so required by notice in writing from the said liquidator, to come in and prove their said debts or claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution made before such debts are proved.

Dated 7th day of September 1998
Dinos N Papadopoulos
Cypriot & Licensed
Liquidator

LEGAL NOTICES

IN THE MATTER OF
LONGWAVE LIMITED
AND
IN THE MATTER OF THE CYPRUS
COMPANIES LAW CAP 113

Notice is hereby given that the creditors of the above-named company which is being voluntarily wound up are required to send in their claims, their addresses and descriptions, full particulars of their debts or claims and the names and addresses of their solicitors (if any) to the undersigned Mr Dinos N Papadopoulos, P.O. Box 1612, CY-1591 Nicosia, Cyprus, the liquidator of the said company, and if so required by notice in writing from the said liquidator, to come in and prove their said debts or claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution made before such debts are proved.

Dated 7th day of September 1998
Dinos N Papadopoulos
Cypriot & Licensed
Liquidator

CREDIT LOCAL DE FRANCE - CAEL S.A.

ITL 200,000,000,000
ITUDEN Libor-Limited
Notes due 2002
SERIES NO.116 TRANCHE
NO.1

The notes will bear interest at 5.0075% per annum for the interest period from and including 7 September 1998 to but excluding 8 March 1999 (182 days). Interest payable value 8 March 1999 will amount to ITL 128,936 per ITL 5,000,000 note and ITL 1,289,364 per ITL 50,000,000 note.

Global Agency and Trust Services, Citibank, N.A., London
7 September 1998

CITIBANK

RIDDELTON LIMITED

ISSUE 1998/0001/0001
Floating Rate Bonds due 2008

Government of
REPUBLIC OF THE COTE D'IVOIRE

Notice is hereby given that the creditors of the above-named company which is being voluntarily wound up are required to send in their claims, their addresses and descriptions, full particulars of their debts or claims and the names and addresses of their solicitors (if any) to the undersigned Mr Dinos N Papadopoulos, P.O. Box 1612, CY-1591 Nicosia, Cyprus, the liquidator of the said company, and if so required by notice in writing from the said liquidator, to come in and prove their said debts or claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution made before such debts are proved.

Dated 7th day of September 1998
Dinos N Papadopoulos
Cypriot & Licensed
Liquidator

General Motors Corporation

Notice is hereby given that resulting from the corporation's declaration of a dividend of \$0.50 (gross) per share of the common stock of the corporation payable on 10 September 1998 there will be a dividend of \$0.50 (gross) per share of the common stock of the corporation payable on 10 September 1998. All claims must be accompanied by a completed claim form and a US tax declaration (if applicable) and must be received by the company on or before 10 September 1998. Claims received after this date will not be considered. Claims must be accompanied by a completed claim form and a US tax declaration (if applicable) and must be received by the company on or before 10 September 1998. Claims received after this date will not be considered.

For information on rates and further details please telephone:
Toby Flinden-Croft on
+44 171 873 4027

General Motors Corporation

Notice is hereby given that resulting from the corporation's declaration of a dividend of \$0.50 (gross) per share of the common stock of the corporation payable on 10 September 1998 there will be a dividend of \$0.50 (gross) per share of the common stock of the corporation payable on 10 September 1998. All claims must be accompanied by a completed claim form and a US tax declaration (if applicable) and must be received by the company on or before 10 September 1998. Claims received after this date will not be considered. Claims must be accompanied by a completed claim form and a US tax declaration (if applicable) and must be received by the company on or before 10 September 1998. Claims received after this date will not be considered.

For information on rates and further details please telephone:
Toby Flinden-Croft on
+44 171 873 4027

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Endesa

Secondary offering
US\$6.9 billion

Joint Global Coordinator and Bookrunner

1998

Spain



Sale of stakes in four electricity
distribution companies
CAESS, CLESA, DELSUR & EEO

US\$586 million

Financial Adviser

1998

El Salvador



Entergy

Saltend Cogeneration Company Ltd
Project financing of a 1200MW
merchant CCGT power plant
£646 million

Co-Arranger and Underwriter

1998

UK



Powernet

Financing the acquisition of the State of
Victoria's electricity transmission network
US\$1.3 billion

Arranger

1997

Australia



Mátrai Erőmű Rt
RWE Energie AG
Energie Baden Württemberg
Rheinbraun AG

Financing of the retrofit and upgrade of
an 800MW coal-fired power plant

HUF45 billion

Lead Arranger

1998

Hungary



Privatisation of the generation,
transmission and distribution assets

US\$1.4 billion

Joint Adviser

1997

Argentina



Enfield Energy Centre Ltd
Project financing of a 396MW
merchant CCGT power plant
£220 million

Co-Arranger and Underwriter

1998

UK



Southern Energy Holding

Acquisition of a 26% stake in Bewag
and related financing

DM1.1 billion

Financial Adviser, Arranger, Underwriter and Agent

1997

Germany



Kyushu Electric Power Company

Bearer Bonds

DM 500 million

Bookrunner

1998

Japan



Sale of 66% stake in Coelba to a
consortium led by Iberdrola

US\$1.6 billion

Financial Adviser to the Government of
the State of Bahia

1997

Brazil



Beijing Datang Power
Generation Co. Ltd

First Chinese state-owned enterprise
to list its H-shares in the UK

US\$462 million

Joint Lead Manager and Sole Sponsor

1997

China



NESTE

Neste Oy

Merger with IVO

Financial Adviser

1996-1997

Finland

The powerhouse.



COMPANIES & FINANCE

Templeton seeks to block Petronas offer

By Louise Lucas
in Hong Kong

Templeton, one of the biggest investors in emerging markets, is seeking to block the proposed takeover of a South African oil company by Petronas, Malaysia's state oil company, claiming the deal would create an unfair playing field.

The move comes after Malaysia imposed capital controls last week - a step that has forced several international fund managers to suspend dealings. Templeton has funds in Malaysia that are now frozen.

"It is an uneven playing field in that Malaysia is holding our assets while using US dollars in other countries to buy cheap assets," said Mark Mobius, who heads the emerging

markets group of Templeton Asset Management.

However, the group - which has a 6 per cent stake in Engen, South Africa's biggest oil company - has as yet won little support from fellow minority shareholders, which include Old Mutual of South Africa and J.P. Morgan Investment Management.

Templeton said other minority shareholders are awaiting the official takeover prospectus, which is due to be published today. However, they may also be attracted by the R23 a share price tag, which represents a premium of some 20 per cent on Friday's close, and comes as the Johannesburg stock market has been caught in the emerging markets turmoil.

None the less, Templeton

believes that the price undervalues Engen, and reckons the replacement value of its refinery alone would be \$1.2bn, or nearly double the R4.13bn (\$663m) value that the Petronas proposal attaches to the whole company.

Sven Richter, an analyst with Templeton, said other investors were also unhappy with the price, but were wary of being left with small and illiquid stakes in the event of Petronas securing partial acceptance. "At the moment, they are uncommitted but listening to everything," he said.

Engen directors (other than those from Petronas) have also aired concerns that the offer does not reflect the "fundamental value of Engen, including over the longer term".

Battle commences in US futures

From tomorrow the traditional Chicago trading base must compete with an electronic opponent - the CFE

By Nick Tait

The threat of electronic trading has hung over the US futures industry - and its traditional Chicago base - in particular - for the best part of a year. Tomorrow in the wake of last week's decision to give regulatory approval to the new Cantor Financial Futures Exchange, it will become a reality.

That is when the new venture - a joint initiative by the New York Board of Trade, one of the smaller US futures markets, and Cantor Fitzgerald, the big US broker-dealer - intends to start trading US Treasury bond futures, together with derivative contracts on 10, 5- and 2-year notes.

Cantor-Fitzgerald have not gone far without a fight. Their proposed exchange is a direct challenge to one of the biggest areas of business for the Chicago Board of Trade, and the world's largest futures market has mounted a strenuous campaign in opposition.

(The size of the business at stake was amply demonstrated 10 days ago when, in the midst of stock market turmoil, more than 1m bond futures contracts changed hands. Even in

more "normal" conditions, daily volumes on CBOT are typically close to 500,000 contracts.)

But CBOT's complaints about the ownership and market implications of the new exchange, which it claims could be run in Cantor's interest, as well as its warnings about past regulatory misdeeds, have failed to cut much ice at the Commodity Futures Exchange Commission, the US regulator.

The commission has pointed out that Cantor itself will have no ownership interest in CFE: rather, 10 per cent of CFE's equity will be held by the New York Cotton Exchange (part of the NYBOT) and 90 per cent by NYCE members. The US broker-dealer's returns from the venture, meanwhile, will come from fees paid by people trading on the new exchange.

The CFTC has also accepted the various safeguards and governance arrangements put forward for the new exchange. And it has dismissed as irrelevant its own 1997 settlement agreement with Cantor's futures arm, which cost the firm \$500,000 and involved

registration violations and changes of trading and settling times.

CBOT says that, in spite of last week's setback, it will fight on. The exchange was reviewing "all options, both legal and legislative", and

The new exchange is already claiming it can offer customers a big advantage over CBOT's traditional pit-based trading system

would take a decision on what to do in the coming weeks, Tom Donovan, CBOT's president, said on Friday.

But for the moment, at least, the CFE would seem to have the field clear. The new exchange is already claiming it can offer customers a big advantage over CBOT's traditional pit-based trading system. For details, see the article on page 10.

but Cantor has promised that the cost of trading on the CFE will be only 50 per cent of that at CBOT.

Trading hours will also run from 7.30am to 5.30pm, longer than in the traditional "open-outcry" pits at CBOT, although the Chicago exchange does offer its own electronic trading system after-hours.

Perhaps one of CBOT's more justifiable jibes has been that the CFE will not amount to a "true" electronic exchange at all. Orders flowing into the market must still be phoned to "terminal operators", who in turn will immediately input them into an electronic trade-matching system. This will use the same technology that Cantor employs in the cash treasuries market.

Orders, meanwhile, can only be placed with the TOs by people registered to trade on the CFE.

Cantor points out that - hybrid or not - the trade-matching, electronic portion of this process is at least a tried and tested system, and robust. It can handle an estimated 100-150 transactions a second, for example, Cantor claims.

Whether this telephone-

electronic combination appeals to customers is a question which will only be answered over the coming months. But there is every sign of interest: Cantor, for example, says that about 1,600 people have already been registered to trade, and that "hundreds of applications are pending".

These have come both from big futures trading firms and some of Cantor's existing customers in the fixed-income cash market.

News of the CFTC's green light last week, the US broker-dealer adds, set the phones humming on Friday, with at least one large futures trading firm seeking to add additional names to its registered trader list before Tuesday's launch.

But matters could become a good deal more complicated later this month when CBOT is due to extend its own electronic after-hours trading system into the trading day for fixed-income derivatives. This will in effect give customers a third option alongside the regular pit trading and the CFE. And at that stage, an already bloody battle between CBOT and Cantor could become even more intense.

AssiDomän to spin-off 27% of forestry holdings

By Greg Mcivor in Stockholm

Shares in AssiDomän jumped 3.6 per cent on Friday after the state-controlled Swedish paper and packaging group unveiled plans to spin off 27 per cent of its forest holdings to shareholders.

The announcement followed pressure on Assi's management from the government, which owns 50.2 per cent of Assi shares. It had claimed Assi received an over-generous land allocation in connection with its privatisation under a previous administration in 1994.

The company is to transfer 900,000 hectares of productive forest land, located mainly outside its three core domestic production areas, to a new company, provisionally named Vassskog.

Following the distribution of Vassskog shares to Assi shareholders, the government will use part of its Assi stake to finance a public offer for all Vassskog stock.

The deal, which amounts to a partial renationalisation of Assi's land assets, is expected to reduce the state's holding in the company below 50 per cent.

Analysts welcomed this, saying it would improve liquidity in Assi shares and enhance their appeal among investors.

"It is good news but I don't think we will see a complete re-rating of the AssiDomän share," said Catarina Ibra, forestry specialist at Deutsche Morgan Grenfell in Stockholm.

Assi shares closed up SKr6.50 at SKr187 in Stockholm on Friday.

Lennart Ahlgren, Assi chief executive, said the transaction would realise values in Assi's timber assets that would otherwise remain locked in its balance sheet.

Analysts said Assi's entire Swedish forest holdings of 3.3m hectares were worth SKr26bn to SKr30bn but were under-valued by the

company's share price. Assi's market capitalisation is about SKr18bn (\$2.5bn).

The cost to the Swedish government - and the exact amount by which the state will reduce its stake in Assi - has yet to be clarified.

Assi said the move would reduce its annual turnover by SKr630m. Pre-tax profits would decline by SKr400m because of increased timber sourcing costs.

Once the spin-off is complete, Assi's self-sufficiency in timber procurement will drop from 65 per cent to 49 per cent.

Anders Sundström, Sweden's trade and industry minister, first announced in May that the government intended to approach Assi about the repurchase of forest assets.

This followed protests from owners of small, locally owned saw mills, who claimed Assi was discriminating against them by charging inflated prices for its timber.

Casino makes fresh overseas acquisition

By Mark Mulligan in Paris

Casino, the French retailer which last year fought off a hostile takeover bid, is stepping up its international push with an acquisition in Uruguay.

The company said yesterday it was to take a 50 per cent stake in the family-owned Disco group, the country's leading food retailer, in a deal valuing the target at FF720m (\$124m).

The purchase follows the \$200m acquisition in February of 75 per cent of Libertad, the Argentine supermarket group and is in line with Casino's strategy of growth through international expansion.

"Our strategy remains unchanged: the active pursuit of international development with accelerated growth in Latin America, Asia and central Europe," Christian Courvieux, chairman, said yesterday.

The group's first-half results showed the partial

consolidation of sales from the Argentine business and the first full inclusion of operations from Poland. In the US, the company's biggest overseas operation, sales climbed 18.3 per cent to FF4.52bn.

However, after accounting for new outlets, acquisitions and currency factors, the increase was 6.9 per cent and, at the operating level, there was a loss of FF942m.

Analysts said yesterday the group's moves towards consolidation in the home market were paying off, with the shares up almost 40 per cent since Promodes launched its FF675m share hostile bid last autumn.

However, in spite of an enthusiastic response to the results from analysts and brokers, the shares were hit by profit-taking and followed the Paris market down to close at FF63.33.

Net profits were up 35.7 per cent at FF655m, while earnings per share were FF6.10 against FF5.02.

Salomon hires four Dresdner analysts

By Clay Harris

Salomon Smith Barney, the US investment bank, has hired four analysts from Dresdner Kleinwort Benson in a move designed to strengthen its coverage of European and UK banking.

The recruits include Simon Samuels, Nick Lord and Stuart Young, the UK banking team, which was rated first in the 1998 RUS survey of larger companies and third in the Ecol survey of investment analysts. Jeremy Sipe is also joining from the German-owned bank's European team.

Salomon's John Leonard, who previously also covered the UK, will move to full-time coverage of European banking. Salomon's banking team includes Matthew Capelliczewski and Inigo Lecubarr.

INTERNATIONAL BONDS INVESTORS NO LONGER 'DECOUPLE' REGION FROM CRISES IN ASIA AND RUSSIA

Latin America gets dose of reality

By Jeremy Grant

Only a few months ago, it was fashionable - indeed accurate - to speak of Latin American debt markets as being "decoupled" from the turmoil in Asia and the gathering gloom in Russia.

Investors were prepared to separate Latin American risk from the contagion affecting emerging markets elsewhere, allowing governments to keep their borrowing plans on the international capital markets fairly intact.

Argentina and Venezuela each managed to pull off a bond issue with relative ease while appetite for other emerging market paper was at an all-time low.

In the secondary markets, Latin American bonds were trading at a far less of a discount to their par value than their equivalent Russian benchmarks, which were bumping along at levels that implied sovereign default.

But in the space of a fortnight, all that has changed. The waves of contagion sparked by Russia's default and ensuing political crisis have hit Latin America, scarring away even the hardest investors.

Talk of decoupling has disappeared as key stock markets in the region have plummeted and currencies have slipped.

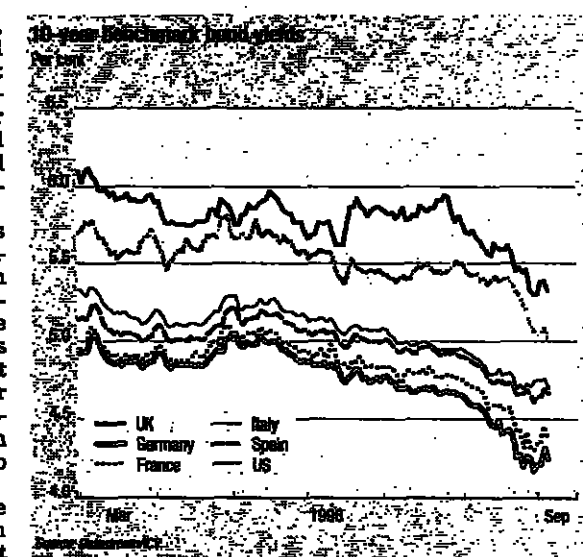
Moody's Investors Service, the rating agency, confirmed the end of decoupling last week by downgrading certain foreign debt ratings for Venezuela and Brazil, and reviewing Argentina and Mexico for possible downgrade.

"This [development] is incontrovertible," said Richard Fox, director Latin American sovereigns at rating agency Fitch IBCA. "The question is how much of it is general portfolio adjustment by people trying to cover themselves for losses in Russia or a more long-term thing. And it's really too early to say which."

However there are some implications that can already be drawn. The first and most significant is that the cost of borrowing has increased dramatically since Russia hit an economic brick wall.

The J.P. Morgan emerging markets bond index, which measures the spread on a basket of emerging market bond yields over the benchmark US Treasury yield, rose to 1,476 basis points on Friday, compared with 850 basis points almost three weeks ago.

That has potentially serious implications for Argentina, which has been a debt borrower and is the most dependent of all the Latin American countries on the



international capital markets. SG Emerging Markets estimates that \$11.1bn in redemptions on Brady bonds and eurobonds fall due next year. This is money that the country will be hard pressed to find if, as economists predict, the region faces a contraction in gross domestic product.

Any contraction in the Brazilian economy - exacerbated by the expected maintenance of tight monetary policy - will automatically hurt Argentina, as 40 per cent of its exports are bought by its larger neighbour.

That will make it more difficult to meet its borrowing requirements one fiscal quarter ahead of time, as it has managed to do so far.

And with investor appetite for all emerging market asset classes gone, it will also force the country to turn to other sources of financing, such as the domestic bond market, syndicated loans and funds that have not yet been drawn down from an International Monetary Fund facility.

Tim Love, head of global and Latin American emerging markets strategy at SG Emerging Markets, said:

FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange for major currencies on Friday, September 4, 1998. It shows the rate in sterling (£) for each currency. Where the rate is marked, it is the average of buying and selling rates except where they are shown to be otherwise. It is based on rates from Reuters. Some rates are marked with an asterisk (*) to indicate they are estimated.

Currency	£ 1000	US \$	DM	Yen	Other
Argentina	1000	1000	1000	1000	1000
Australia	1000	1000	1000	1000	1000
Brazil	1000	1000	1000	1000	1000
Canada	1000	1000	1000	1000	1000
Chile	1000	1000	1000	1000	1000
Colombia	1000	1000	1000	1000	1000
Czech Rep	1000	1000	1000	1000	1000
Denmark	1000	1000	1000	1000	1000
Egypt	1000	1000	1000	1000	1000
France	1000	1000	1000	1000	1000
Germany	1000	1000	1000	1000	1000
Greece	1000	1000	1000	1000	1000
Hong Kong	1000	1000	1000	1000	1000
India	1000	1000	1000	1000	1000
Indonesia	1000	1000	1000	1000	1000
Italy	1000	1000	1000	1000	1000
Japan	1000	1000	1000	1000	1000
Korea	1000	1000	1000	1000	1000
Malaysia	1000	1000	1000	1000	1000
Mexico	1000	1000	1000	1000	1000
Netherlands	1000	1000	1000	1000	1000
New Zealand	1000	1000	1000	1000	1000
Norway	1000	1000	1000	1000	1000
Poland	1000	1000	1000	1000	1000
Portugal	1000	1000	1000	1000	1000
Romania	1000	1000	1000	1000	1000
Russia	1000	1000	1000	1000	1000
South Africa	1000	1000	1000	1000	1000
Spain	1000	1000	1000	1000	1000
Sweden	1000	1000	1000	1000	1000
Switzerland	1000	1000	1000	1000	1000
Taiwan	1000	1000	1000	1000	1000
Thailand	1000	1000	1000	1000	1000
Turkey	1000	1000	1000	1000	1000
UK	1000	1000	1000	1000	1000
USA	1000	1000	1000	1000	1000
Venezuela	1000	1000	1000	1000	1000

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NEWS DIGEST

FINLAND

Raisio sees Russian trade halted after turmoil

Raisio, the Finnish food and chemicals group, said on Friday that deliveries to Russia - its largest export market - had ground to a halt because of the economic turbulence there. The company, which produces the highly-rated cholesterol-cutting margarine Benecol, said the lack of a reliable exchange rate made trading impossible. Raisio said the cessation meant it would probably fall short of its forecast of annual sales this year of Fm5.5bn (\$1.04bn). However, profits were still expected to exceed last year's Fm209m. Raisio's Russian sales amounted to Fm700m last year, or about 12 per cent of group turnover. Greg McIvor, Stockholm

FRENCH BANKING

Crédit Agricole reassures

Crédit Agricole, the French mutual bank, has brought forward its first-half results presentation to calm speculation over the exposure of its investment banking operation to emerging markets. The decision follows last week's review of the financial-strength rating of Crédit Agricole Indosuez by Moody's Investors Service, the rating agency, which said the bank's activities in Russia and other emerging markets had forced it to review Indosuez's "C" financial-strength rating for a possible downgrade. However, the group yesterday said that, even after "substantial" provisions for Russia and Asia, the bank would report first-half results in line with last year. The results will be presented on September 16. Mark Mulligan, Paris

SLOVAKIA

Insurer stays in state hands

The Slovak National Property Fund has prevented the state losing control of Slovenska Poisťovňa, the country's largest insurer, by blocking the registration of shares issued through a rights issue. At an extraordinary general meeting on Friday, owners of 82 per cent of shares voted against registering Sk375m (\$10.6m)-worth of shares issued last month, which would have increased the share capital to Sk1.875bn.

The National Property Fund, which did not participate in the rights issue, would have had its shareholding reduced from 50.5 per cent to about 40 per cent, resulting in the company's de facto privatisation, in spite of a law banning this until after 2003. VZ, Slovakia's biggest industrial company, would have raised its stake from 20 per cent to 26 per cent, and with allied shareholders would have controlled close to 50 per cent of the insurer. Robert Anderson, Prague

FOOD

Goodman Fielder up 18.9%

Goodman Fielder, Australasia's largest food group, achieved an 18.9 per cent rise in net profits to A\$132.5 (US\$78m) in the year to June, in spite of tough trading conditions, and is seeking acquisitions. The company's milling and baking, cereals and snacks, edible oils and ingredients businesses all reported stronger earnings. However, the poultry division's profits were affected by an over-supply of chicken. Russell Baker, Sydney

MOBILE TELEPHONY

Vodafone coy on merger talk

Vodafone, the UK's largest mobile telephone group, yesterday refused to comment on renewed speculation that it was considering a merger with Airtouch, a leading US cellular group. Talk of a link-up dates back to 1994, soon after Airtouch was spun-off from Pacific Telesis, the Californian local phone company.

Analysts have supported a merger, which would create a \$40bn (\$67bn) mobile telephone group. While both companies have significant operations in Europe, overlap is minimal, with Vodafone strongest in France, Germany and the Netherlands and Airtouch in Spain, Italy and Portugal.

After a year of spectacular share price growth Vodafone is valued at \$23bn, compared with \$19bn for Airtouch. Christopher Swann

MEDICAL EQUIPMENT

Smiths Industries eyes US buy

Smiths Industries, the UK-based aerospace, medical systems and industrial engineering group, is in talks to buy Biochem International, the US medical equipment manufacturer. Smiths said the deal, expected to value BCI at about \$83m, would strengthen its range of respiratory care products. Christopher Swann

EMERGING MARKETS GOVERNMENT'S 12-MONTH BAN ON SELLING EQUITIES HAS THROWN INVESTMENT STRATEGIES INTO DISARRAY

Malaysia controls confound fund managers

By Philip Coggan, Markets Editor, and Jeffrey Brown

Malaysia's significant retreat from free markets last week has ushered in a host of problems for emerging market investors. The imposition of capital and currency controls have locked investors into a market from which many would like to retreat.

Initial confusion did not help their task. A statement from Malaysian prime minister, Mahathir Mohamad, suggested that overseas investors would be unable to repatriate funds if they had not held shares for at least 12 months.

But on Friday, it became clear that managers would be unable to repatriate funds for 12 months from September 1, however long they had held their investments. The proceeds of any shares sold would have to be held in Malaysian ringgits, now fixed at M\$3.8 to the dollar.

This presented a particular problem for open-ended funds, such as unit trusts or mutual funds, which have to

sell parts of their portfolios to meet redemptions by investors. Hence the suspension of dealings in Malaysia-linked funds by Fidelity International, HSBC and Jardine Fleming. HSBC also suspended a regional fund, the Tiger Index Trust.

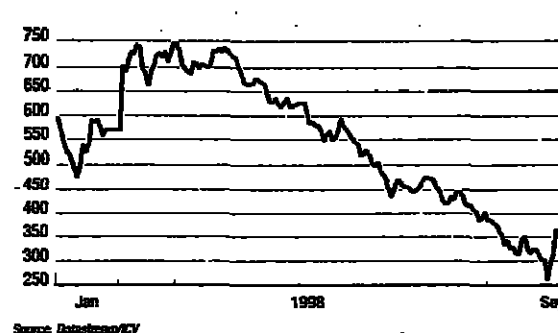
The restrictions also threaten Malaysia's place in global stock market indices, many of which see liquidity as a vital criterion for inclusion. On Friday, Morgan Stanley Capital International dropped Malaysia from its World and EAFE (Europe, Australia and the Far East) indices.

Both the International Finance Corporation, which runs one of the main emerging market indices, the IFC Composite, and FTSE International said last week they were considering Malaysia's position in their benchmarks.

Fund managers face a number of problems. Those index funds that track an emerging market benchmark will be particularly stuck if Malaysia is expelled: they will be left with stock that

Malaysia

KLSE Composite



Source: DataStream/ICV

they do not want and cannot dispose of for 12 months.

Regional south-east Asian funds may also have significant Malaysian weightings; after all, Malaysia was the biggest emerging market not that long ago.

One problem will be that, if clients want to redeem holdings (and many will, considering the weakness of Asian markets), they will have to sell their non-Malaysian holdings. That will increase the weight of Malaysia within their funds.

A further problem for UK funds could be rules that state that no more than 10 per cent of a portfolio can be in ineligible markets.

Malaysia is currently eligible but the new controls could change its status; managers may thus find themselves in breach of the rules with no means of solving the problem. They have to hope that trustees will be understanding.

There are few obvious solutions. The Singapore Stock Exchange has traded

Malaysian shares on an over-the-counter basis for some time but on Friday, it said it would trade them for just one week more, saying it was now impractical to continue.

Fund managers find the situation in Malaysia totally confusing. "After Asian contagion we now have the Malay malaise," said one. Some are resigned to sitting out the 12-month period; others are talking about drastic measures, such as giving end-investors a separate piece of paper representing their Malaysian holdings so the rest of the fund can be managed normally.

Edward Goodchild, fund manager at Foreign & Colonial, says he ran down his Malaysian holdings to zero two months ago. They stood at around 5 or 6 per cent at the start of the year. Among those funds still holding positions, he says, there is a frantic search for loopholes to the capital controls.

In this respect, dividend income could be one of the more obvious areas for investors to exploit, says Mr

Goodchild. The situation in Malaysia is "very confused to say the least", but for the moment it looks as if dividends appear to be outside the 12-month rule on repatriation.

If this is eventually confirmed, then there is a clear case for ignoring bonds and cash and switching into higher yielding shares, says Mr Goodchild. This could be good news for locked-in investors. The yield regime in Malaysia is relatively attractive, with a 1998 market yield of more than 4 per cent compared with less than 1 per cent for Hong Kong and Singapore and around 1.5 per cent for Asia as a whole, including India.

Paribas Asia Equity, which has temporarily suspended all Malaysian trading on the grounds that it is "too risky", points to a number of good quality yield shares, notably local offshoots of international companies. Rothmans and RJ Reynolds Malaysia currently yield 12 and 6 per cent respectively.

Economy holds back Israeli banks

By Avi Machlis in Jerusalem

Israel's prolonged economic slowdown held back interim income at Bank Hapoalim and Bank Leumi, the country's two biggest banks, although both reported increases in net profit.

Hapoalim, Israel's biggest bank, saw first-half net profits increase 45 per cent from Shk598m, or Shk0.48 a share, to Shk825m (\$170m), or Shk0.51 a share. Much of the rise was fuelled by a 30 per cent decline in provisions for doubtful debts.

But profit from financing activity before doubtful debts, or the top line, fell 4 per cent from Shk1.9bn to Shk1.82bn. Analysts attributed the top-line decline to the economic slowdown.

At Bank Leumi, the slowdown kept income nearly static at Shk1.91bn, compared with Shk1.9bn. Net profits fell 48 per cent from Shk894m, including one-off capital gains of Shk46m, or Shk0.59 a share, to Shk453m, or Shk0.30 a share, this year.

Excluding these gains, a fall in provisions for doubtful debts helped lift net profits 23 per cent.

Shares in Hapoalim rose 3.75 per cent on the news to Shk9.12, while Leumi rose 2.53 per cent to Shk6.07.

Bank Hapoalim yesterday said it agreed to begin divesting its holding in Clal Israel, the country's second biggest holding company, in the latest stage of banking reforms launched in 1996.

The reforms aimed to reduce the big banks' grip on the economy and compelled Hapoalim to sell its stake in either Clal or Koor Industries, Israel's biggest holding, by the end of 1999.

Hapoalim controls about 8 per cent of the Israeli economy through non-financial holdings.

Danish meat processors announce merger

By Hilary Barnes in Copenhagen

Denmark's two largest co-operative abattoirs plan to merge to form the largest meat-processing business in Europe.

The two, Danish Crown (DC) and Vestjyske Slagterier (VJS) are farmer-owned co-operatives and together process about 15.5m pigs, about 80 per cent of Denmark's total production.

The merger will create a group more than twice the size of its nearest European rivals, Dumeco of the Netherlands, Germany-based Nordfleisch and the UK's Unigate Malton-Harris.

The deal will probably need approval by the European Commission, given the group's dominating position in the Danish market. The new concern, which will be called DC-VJS, will have

turnover of about DKr37bn (\$5.6bn) and 18,000 employees. This will make it Denmark's second largest industrial group, exceeded only by AP Moller-Maersk, the shipping, oil and gas group.

Denmark is the world's largest exporter of pig meat, which accounts for about 10 per cent of its export income. DC-VJS alone should produce about 8 per cent of annual export earnings.

Since 1997, when producers received an average of DKr11.60 per kilogram for pigs, prices have slumped to DKr7.10 (this autumn as demand has weakened in Asia and sales to Russia have come to a halt. Meanwhile, pig production is rising steeply in the USA.

Mr Kjeld Johannessen, chief executive officer of Danish Crown, who will be chief executive of the new

group, said no mass dismissals would follow the merger. He said the benefits of the deal would arise primarily from "better market access and strengthening competition".

"It is crucial that we can maintain the offensive role which the Danish meat industry already plays in the world market," said Niels Mikkelsen, incoming chairman of the new group.

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EQUITIES

Europe's wide range of interests

EUROPEAN OVERVIEW

By Martin Dickson,
Financial Editor

When will short-term interest rates converge among countries taking part in European economic and monetary union, coming into effect on January 1?

Although there are just four months left until Emu, the trend over the past few weeks has been towards divergence rather than convergence, both in short rates and the bond market.

A substantial gap between Germany and Italy has opened up in the futures

markets' implied short interest rate expectations, while the FT's euro-zone currency convergence table now shows an implied forward rate for Italy of around 4.80, against Germany's 3.50.

Some analysts argue that this may simply be another manifestation of the "flight to quality" seen in bond markets, which has recently widened the spread between German bunds and the so-called "peripheral" Emu participants.

However, the European economics team at ASN-Amro argues that it could also reflect a growing belief

in financial markets that full short-rate convergence will not happen by the end of this year, with the European Central Bank fixing the first unified official interest rate in January.

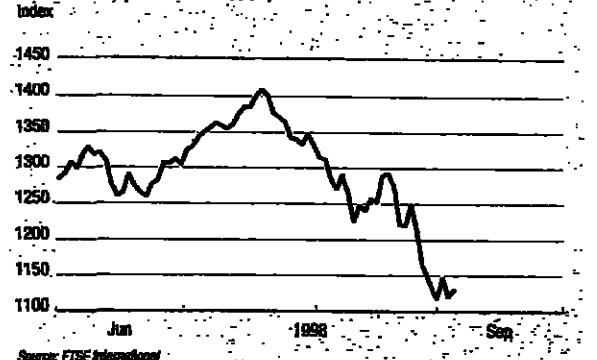
They argue that central banks are prolonging the period of relatively high interest rates in countries such as Ireland, Spain and Portugal, where monetary stimulus is not needed, for domestic economic reasons; and they are also providing support for currencies to prevent undue selling pressure and keep exchange rates against the D-Mark stable.

Peripheral central banks will have to start cutting interest rates as Emu approaches, but ASN-Amro points out that the longer the differentials remain, the greater the potential for arbitrage.

European equity markets this week are expected to remain volatile and strongly influenced by developments in Russia and the tussle on Wall Street between bulls and bears.

The FTSE Eurotop 100 index rose 35.05 points on Friday to end at 2,499.63, while the FTSE Eurotop 300 rose 10.30 to 1,078.39 as markets across Europe rallied.

FTSE EUROTOP 300 EUROINDEX



THREE MONTHLY EURO FUTURES (LFF) Expiry points of 100%

	Open	Sett	Change	High	Low	Est. Vol.	Open Int.
Oct	96.20	96.20	0.00	96.20	96.20	0	8333
Dec	96.275	96.275	-0.010	96.300	96.270	0	5100
Mar	96.445	96.445	-0.035	96.480	96.410	0	2071
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THREE MONTHLY EURO FUTURES (LFF) Expiry points of 100%

	Open	Sett	Change	High	Low	Est. Vol.	Open Int.
Oct	96.20	96.20	0.00	96.20	96.20	0	8333
Dec	96.275	96.275	-0.010	96.300	96.270	0	5100
Mar	96.445	96.445	-0.035	96.480	96.410	0	2071
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THREE MONTHLY EURO FUTURES (LFF) Expiry points of 100%

ALCOHOLIC BEVERAGES

CONSTRUCTION - Continued**ENGINEERING - Continued**

FOOD PRODUCERS

INSTRANCE - Continued

INVESTMENT TRUSTS - Continued

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BUILDING MATS. & MERCHANTS

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Offshore Insurances and Other Funds

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مکتبہ امن الاسلام

Highs & Lows shown on a 52 week basis

Emerging markets

IFC investable indices

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هنگام فصل

FT GUIDE TO THE WEEK

MONDAY 7

China rights

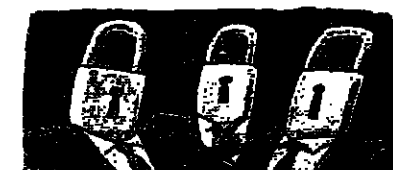
Mary Robinson, United Nations human rights high commissioner and former Irish president, begins a 10-day visit to China which, she believes, has been permitted because the country is now prepared to address human rights "with reference to international standards and norms". She is expected to visit the Tibetan capital of Lhasa, the region where Beijing has been criticised for human rights violations.

Round table focus

David Trimble, Northern Ireland's first minister, hosts round table talks with representatives of the political parties due to form the Northern Ireland Assembly, which meets for the first time later this month.

Patent problems

The 171 members of the World Intellectual Property Organisation meet in Geneva (to September 15) to discuss, among other things, the organisation's budget, the need for extra space for its burgeoning files and



staff, and the problems posed by the development of electronic commerce. The meeting will coincide with the opening of the WIPO visitors' centre, featuring an exhibition on women inventors. Unlike other United Nations bodies, the WIPO enjoys a rising income thanks to international patent fees.

Azerbaijan talks

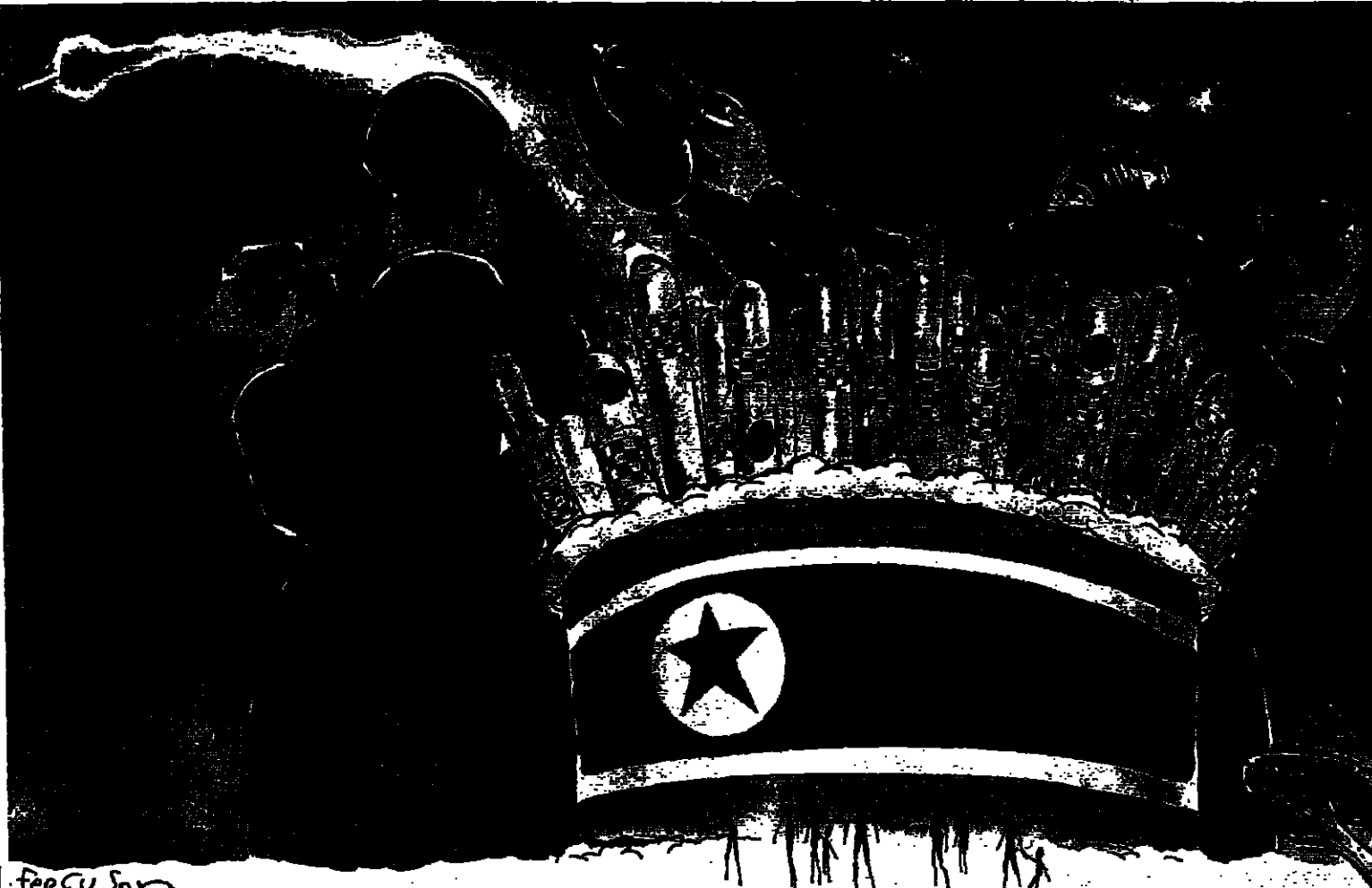
The Azerbaijan foreign ministry hosts an international conference organised by the European Union in Baku on the TRACECA programme to create an east-west road, rail and ferry network linking central Asia to Europe via the Caucasus. The simmering Nagorno-Karabakh conflict is an obstacle to the scheme and the EU has called for the talks in a bid to resolve it.

Computer speak

Bill Gates, Microsoft chief, and Gerhard Schulmeyer of Siemens Nixdorf are among speakers at the second day of the European IT Forum in Paris. Full programme on <http://www.idcsearch.it/forum/itforum/>

Warning message

Scientists, policymakers and local government officials from more than 70 countries meet in Potsdam, Germany, to discuss early warning systems for the reduction of natural disasters. The five-day conference, hosted by the



Chronic food shortages are unlikely to be allowed to mar celebrations of the 50th anniversary of the foundation of the North Korean state on Wednesday

German government and convened by the International Decade for Natural Disaster Reduction (1990-2000), will review the latest early-warning technology and ways of strengthening effective responses.

Farnborough take-off

The Farnborough International airshow opens and runs until September 13 at the southern UK airfield.

Holidays

Brazil, Canada, US.

TUESDAY 8

Truck trouble

French truck drivers are scheduled to begin another series of strikes and blockades on roads across the continent. They are protesting against changes in working conditions and may be joined by Spanish drivers.

Candidates clash

A six-way debate will be held in St Paul's Parish Church, Washington, between candidates vying to replace Marion Barry, the city's mayor.

Chinese deputy

Wu Bangguo, China's deputy prime minister, arrives in Caracas for an

official visit before travelling on to Peru, Colombia and Argentina (to September 23).

Holidays

Lithuania, Macedonia, Malta.

FT Survey

Business Books.

WEDNESDAY 9

UN date change

The next regular session of the United Nations General Assembly opens - a change from its customary opening of the third Tuesday in September. This will allow delegates more time to discuss the agenda and organise their work before the scheduled September 21 start of the general debate, in which foreign ministers and other senior officials deliver policy statements.

Goodwill exchange

Japan-Russia Friendship Forum 21, a Japanese economic and international exchange group, is launched with the aim of promoting exchanges in various fields between the two countries. It will send a delegation to Russia to organise symposiums and other events to introduce Japanese culture from this autumn and offer private-sector support for the signing of the bilateral

peace treaty to bring to a formal end the second world war.

Developing world

The annual Human Development Report, commissioned by the UN Development Programme, analyses the impact of consumption on the environment and quality of life. This year's report says the world will consume a record \$24,000bn in goods and services in 1998, and ranks Canada first among 174 countries according to the level of human development.

French cuts

France's 1999 budget bill, which aims to cut the deficit to about FF240bn (\$39bn) from FF258bn in 1998, will be presented to the cabinet.

Holiday

Palestinian Authority.

THURSDAY 10

Fun with derivatives

The International Forum for Derivative Markets begins its three-day annual talkfest in Burgstock, Switzerland, mixing earnest discussion on such issues as "The virtual instruments behind real value-added" with some upmarket relaxation. The conference

ends with a gala dinner regaled by the Singing Waiters while the "special companion programme" offers "creativity with scissors".

FT Surveys

The Business of Travel: World Energy Review.

FRIDAY 11

Batchelor party

Anchorage, Alaska, opens its doors to the single women of America who are



invited to meet Alaska's most eligible bachelors at the fifth annual National Singles Convention.

Ceasefire talks

The Guinea-Bissau government and rebel representatives meet in Abidjan to discuss the deployment of observers to supervise their ceasefire agreement that was signed on August 25. They may also discuss the withdrawal of Senegalese and Guinean

troops who backed forces loyal to President Joao Bernardo Vieira (to September 12).

Games begin

The Commonwealth Games begin in Kuala Lumpur (to September 21).

Holidays

Spain, Pakistan, Chile.

FT Survey

Future of European Retirement Provision.

SATURDAY 12

Bosnians vote

Bosnian general elections are held, supervised by the Organisation for Security and Co-operation in Europe, together with votes for assemblies in Bosnia's two post-war autonomous regions.

Paving the way

Masahiko Komura, Japan's foreign minister, is expected to leave for Russia to meet Boris Yeltsin, Russian president. They will discuss details for the planned visit in November of Keizo Obuchi, Japan's prime minister. They will also talk about bilateral relations between Japan and Russia, and the economic situation in both countries, including Russia's currency crisis.

Sails force

The 30th annual Southampton Boat Show opens and runs until September 20 with 800 vessels on show, ranging from the Sunseeker Manhattan 80 at £1.95m to craft costing less than £200.

SUNDAY 13

German test-vote

Elections in Bavaria, Germany's geographically-largest state, provide an important test of voter opinion ahead of federal elections on September 27. The state's Christian Social Union, which hopes once again to win more than 50 per cent of the vote, is the sister party of Chancellor Helmut Kohl's Christian Democratic Union. Edmund Stoiber, Bavaria's prime minister, has run a campaign based largely on the state's economic success.

Sumo season

The 15-day autumn grand sumo tournament starts in Tokyo. Takahashina, yokozuna grand champion, will be seeking the Emperor's cup for the second time after winning the Nagoya tournament in July with a record of 14-1. He will take over the prestigious east yokozuna spot, replacing Akabono, the Hawaiian yokozuna.

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ECONOMIC DIARY

Other economic news

Monday: Japanese wholesale prices are expected to have been flat in August and down on a year ago.

Tuesday: US consumer credit growth probably slowed in July because strikes weakened vehicle sales. The fall in German unemployment is forecast to have slowed slightly in August. Factory output in the UK is thought to have dropped in July.

Wednesday: Economic growth is thought to have slowed in the second quarter in Germany. The Bank of England begins its two-day interest rate setting meeting.

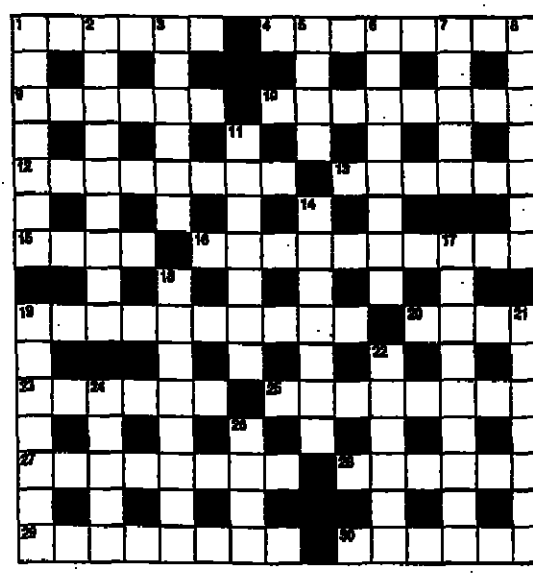
Thursday: The Northwest Airlines strike should have pushed up weekly unemployment claims in the US. The Japanese trade surplus may have narrowed slightly in July, while the economy probably shrank in the second quarter. Better weather may have cheered British retailers last month.

Friday: Core wholesale price inflation in the US is forecast to have been stable last month. Inflation in France is thought to have been steady last month.

Statistics to be released this week									
Day Released	Country	Economic Statistic	Median Forecast	Previous Actual	Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	Italy	July producer price index **	0.3%	0.4%		Japan	July mach orders ex elec & ship *	-2.7%	0.8%
Sep 7	Sweden	August unemployment	7.4%	8.0%		Aust	Aug employment (000s)	11.5	10.5
	Germany	July ind prod pan *	1.6%	-1.2%R		Aust	Aug unemployment rate	8.3%	8.3%
	Germany	July man output pan *	1.4%	-1.5%R		New Zealand	Q2 import price index	2.0%	-0.1%
	Japan	August trade bal (1st 20, net)		¥233bn		New Zealand	Q2 export price index	2.0%	2.0%
	Japan	Aug overall wholesale price index *	0.3%	0.0%		UK	August M4 (prov)	0.8%	1.0%
	Japan	Aug overall wholesale price index **	-0.1%	-0.3%		UK	August M4 (prov) **	11.7%	12.0%
Tues	Switz	August unemployment rate	3.3%	3.5%		US	July initial claims (06/05) jobless		302K
Sep 8	Italy	Aug first consumer price index **	1.3%	1.8%		US	Q2 current account		-\$17.2bn
	Germany	August unemployment as pan	-30K	-37K		US	Aug monthly M2		\$17.1bn
	Germany	August unemployment as west	-29K	-29K					
	Germany	August unemployment as east	-15K	-14K		Fri	Germany July retail sales real net **	1.0%	-2.7%
	UK	July ind prod *	-0.1%	0.7%		Sep 11	Germany July retail sales real as *	1.5%	-3.1%
	UK	July ind prod **	-0.7%	0.2%		France	June current account as *	17bn	21.7bn
	UK	July manuf output *	-0.3%	-0.1%		France	Aug consumer price index (prov)	0.2%	-0.4%
	UK	July manuf output **	-1.1%	-0.2%		France	Aug consumer price index (prov) **	0.7%	0.8%
	US	July consumer credit	\$3.0bn	\$6.7bn		Japan	Sep Bdt monthly econ report		
					Japan	Q2 gross domestic product (SAAR)	-0.9%	-5.3%	
Wed	Germany	Q2 gross domestic prod pan (BBK)*	0.2%	1.0%		US	Aug producer price index	unch	0.2%
Sep 9	Germany	Q2 GDP pan (stats off) **	-1.9%	3.8%		US	Aug PPI ex food & energy	0.1%	0.1%
	Germany	Q2 GDP west (BBK) *	1.1%			US	Aug bank credit		5.1%
	Germany	Q2 GDP east (BBK) *		-0.3%		US	August CBI loans		7.5%
	Germany	Q2 GDP west (Stats) **	3.8%			Sun	Japan July current accounts (IMF, net)	¥1.40tn	¥822bn
	Germany	Q2 GDP east (Stats) **	4.0%		Sep 13	Japan July trade balance (IMF, net)		¥1.05tn	
Thurs	UK	August CBI dist trades		6%		Japan	July foreign bond investment		¥57bn
Sep 10	Japan	July mach orders ex elec & ship **	-23.4%	-18.6%					

- ACROSS**
- Moving spirit behind drug sales? (6)
 - Painting with rollers? (8)
 - Irishman goes to church meeting to find spiritual guidance (6)
 - What's behind China pre-empting for new conflict? (8)
 - Disciple to stick with the New Testament (8)
 - Close to a conclusion (5)
 - Dines in style at smart restaurants (4)
 - Used - but not by digital watches (6-4)
 - Timorous person, eager to acquire the skill (5,5)
 - They play supporting roles in the studio (5)
 - Was in occupation, with mind to become a stakeholder (8)
 - One vehicle or another I slipped into wrong gear (8)
 - It comes as a sudden blow (5)
 - Monotony for seamen ordered to be confined on board (5)
 - Affected type from the Paris model agency (5)

- DOWN**
- Crossing the channel? (7)
 - Kind of western pasta (6)
 - Repeat prescription once more, not involving the doctor (6)
 - The viewers have a point, certainly (4)
 - Bars under a window (5)
 - Excuse for party in capital (5)
 - Not free to wed? (7)
 - Seen to be upset, embarrassed and shocked (7)
 - He travels with others to work (7)
 - Judge a little speed to be about right (8)
 - Stable charge for a horse (5)
 - Decorations gained by irregular force's squadron leader (7)
 - He can just about stand up for himself (7)
 - He made a late entry to the feast (5)
 - Pushing forwards (5)
 - Agrees about being dropped as one grows older (4)



Winner of Puzzle No.9,788: R.E. Crum, Norwich

MONDAY PRIZE CROSSWORD No.9,780 Set by DANTE

A prize of a Tombo Luca fountain pen and rollerball set, worth £125, will be awarded for the first correct solution opened. Solutions by Thursday September 17, marked Monday Crossword 9,780 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 1UL. Solution on Monday September 21. Please allow 35 days for delivery of prizes.

Name: _____ Address: _____

Solution 9,788

ACROSS
1. BARRY
2. PASTA
3. RECIPE
4. POINT
5. BAR
6. WINDOW
7. FREE
8. SEEN
9. TRAVEL
10. JUDGE
11. STABLE
12. DECORATIONS
13. STAND
14. LATE
15. PUSHING
16. AGREES
17. DROPPED

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